



# Capital Markets Day 2022

# Agenda

14.00–14.05	<b>Pilot</b> Introduction to the day Matthew Hooper	15.45–16.15	<b>Episode 4</b> Original content that travels Filippa Wallestam Followed by Q&A and panel discussion
14.05–15.00	<b>Episode 1</b> Building the sustainable entertainment provider Anders Jensen  <b>Episode 2</b> Optimising performance and fuelling growth Enrique Patrickson Followed by Q&A	16.15–16.45	<b>Episode 5</b> Building successful & sustainable sports portfolios Peter Nørrelund Followed by Q&A
15.00–15.30	<b>Episode 3</b> Building the Viaplay product platform that travels Philip Wågner Followed by Q&A and panel discussion	16.45–17.15	<b>Episode 6</b> Platform partnering – the win/win Kim Poder Followed by Q&A and panel discussion
15.30–15.45	<b>Break</b>	17.15–17.30	<b>Series Finale</b> Wrap-up Anders Jensen
		17.30–19.30	Evening mingle featuring guest star performances



# Building the sustainable entertainment provider

**Anders Jensen**  
President & CEO





# The journey so far

2019

March 2019

**Listing on Nasdaq**



2020

CMD 2020

**5-year strategy  
launch**



2021

CMD 2021

**Accelerated expansion  
and updated targets**



2022

CMD 2022

**Strategy update**



Following in 2023

# This is Viaplay Group

**Telling stories, touching lives, expanding worlds**

by

**Delivering  
outstanding  
content**

**Creating  
engaging customer  
experiences**

**Empowering  
our  
people**

**Partnering  
for  
growth**

**Taking climate &  
environmental  
action**

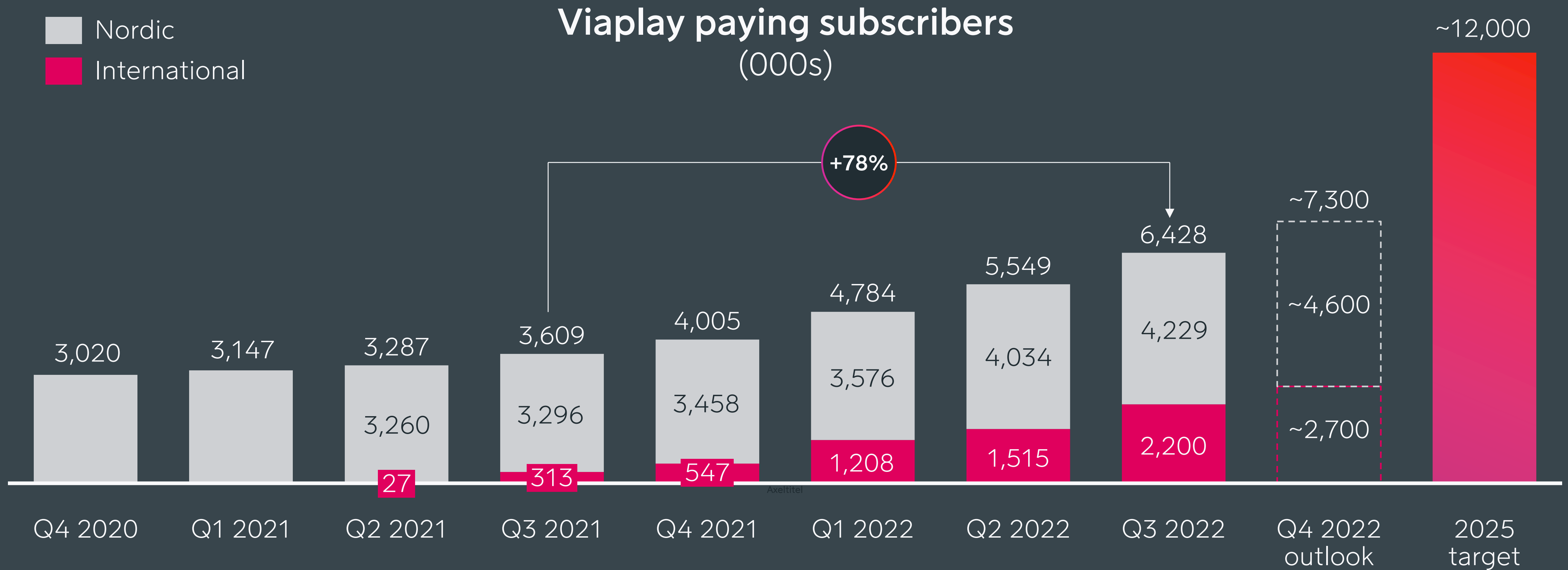
**Advancing  
diversity  
& inclusion**

**Promoting  
wellbeing &  
ethics**

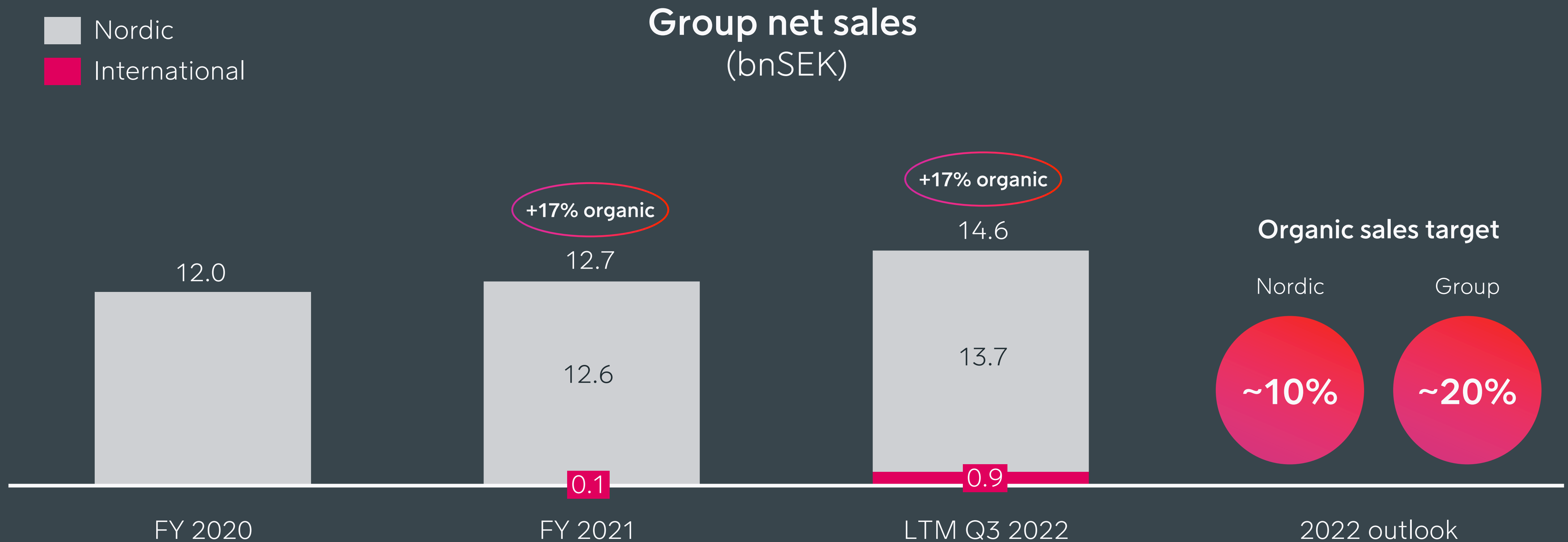
to be

**The sustainable entertainment provider**

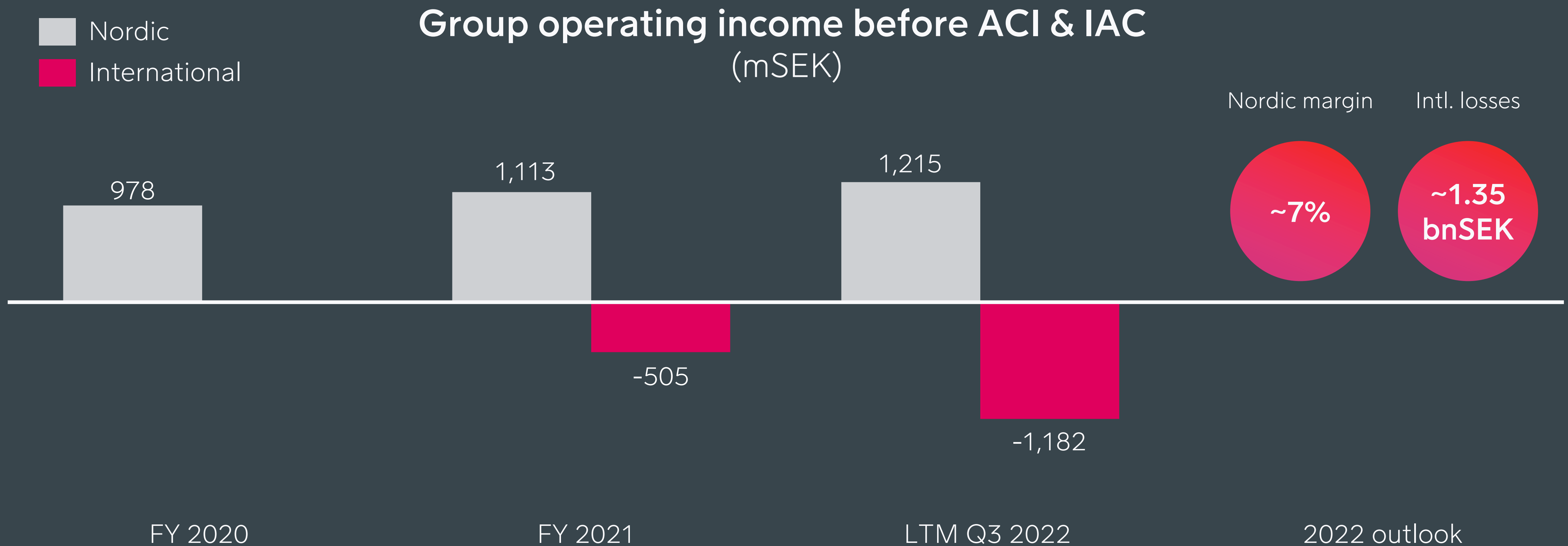
# Subscriber growth on track



# Financial performance



# Financial performance





# Busiest team in the industry?

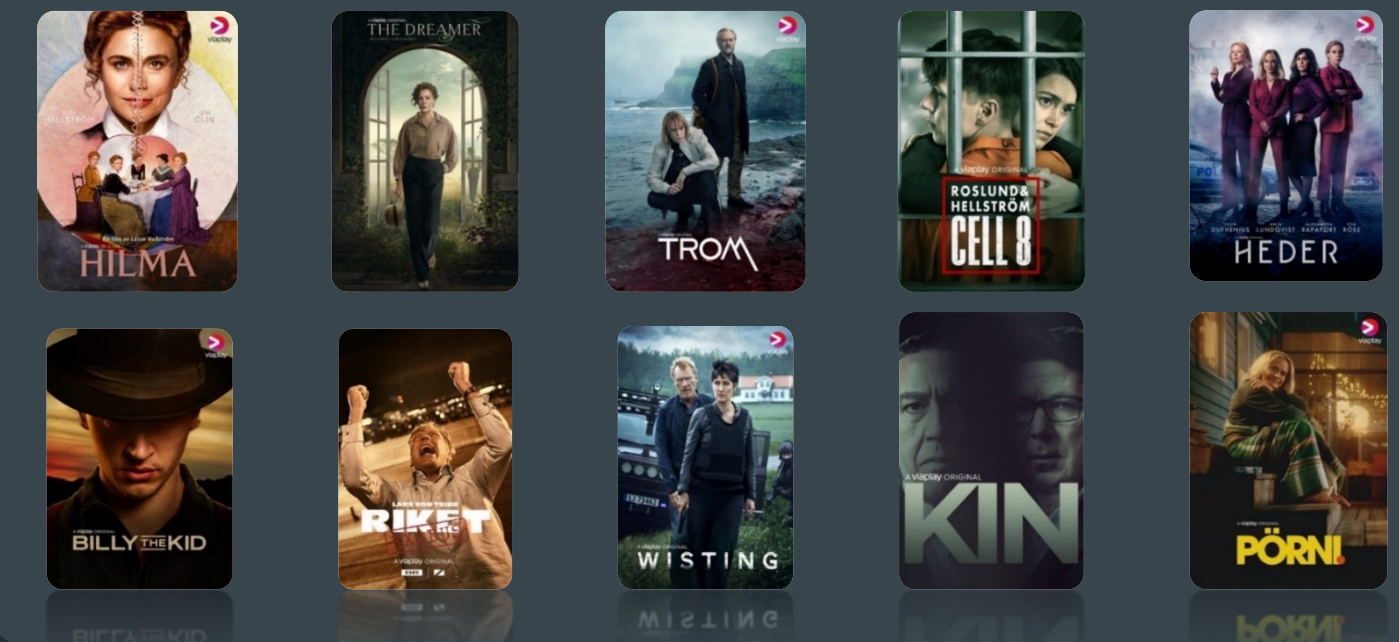
## New & extended sports rights



## New & extended content deals



## 60+ Viaplay Originals premiered



## Enhanced B2B partnerships



## New markets launched

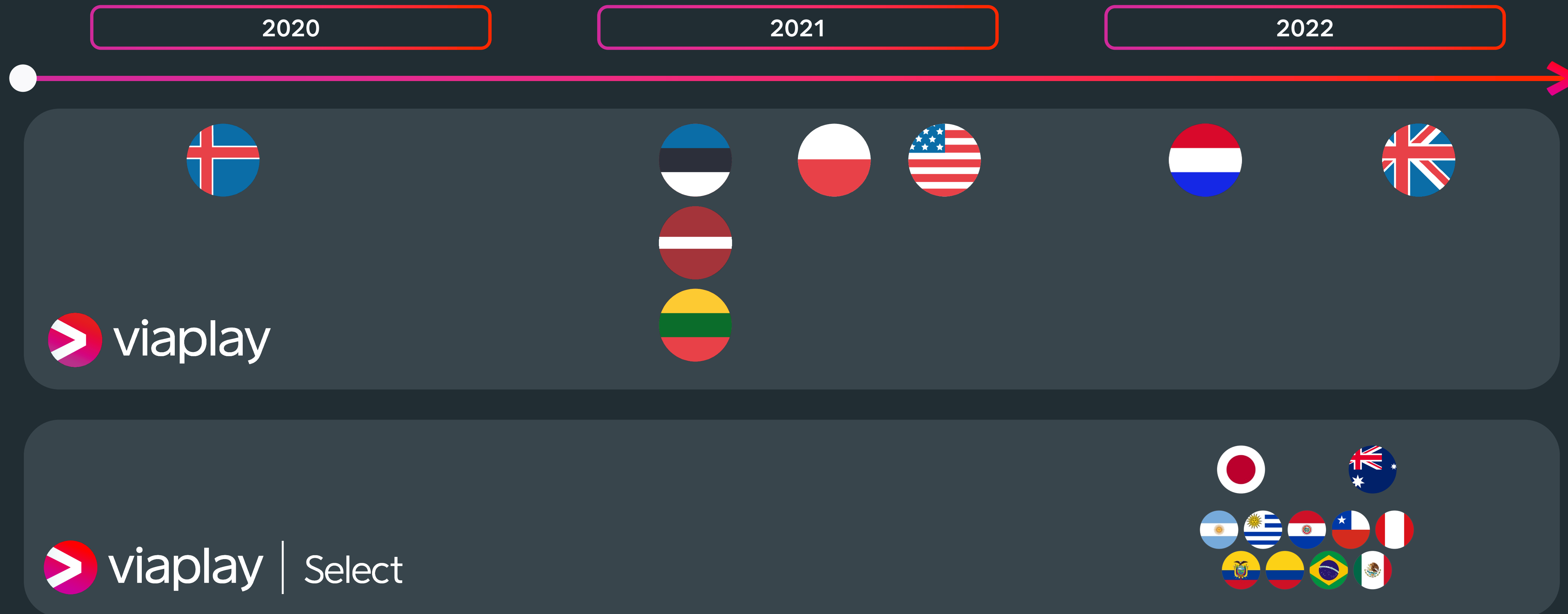


## Acquisition of Premier Sports

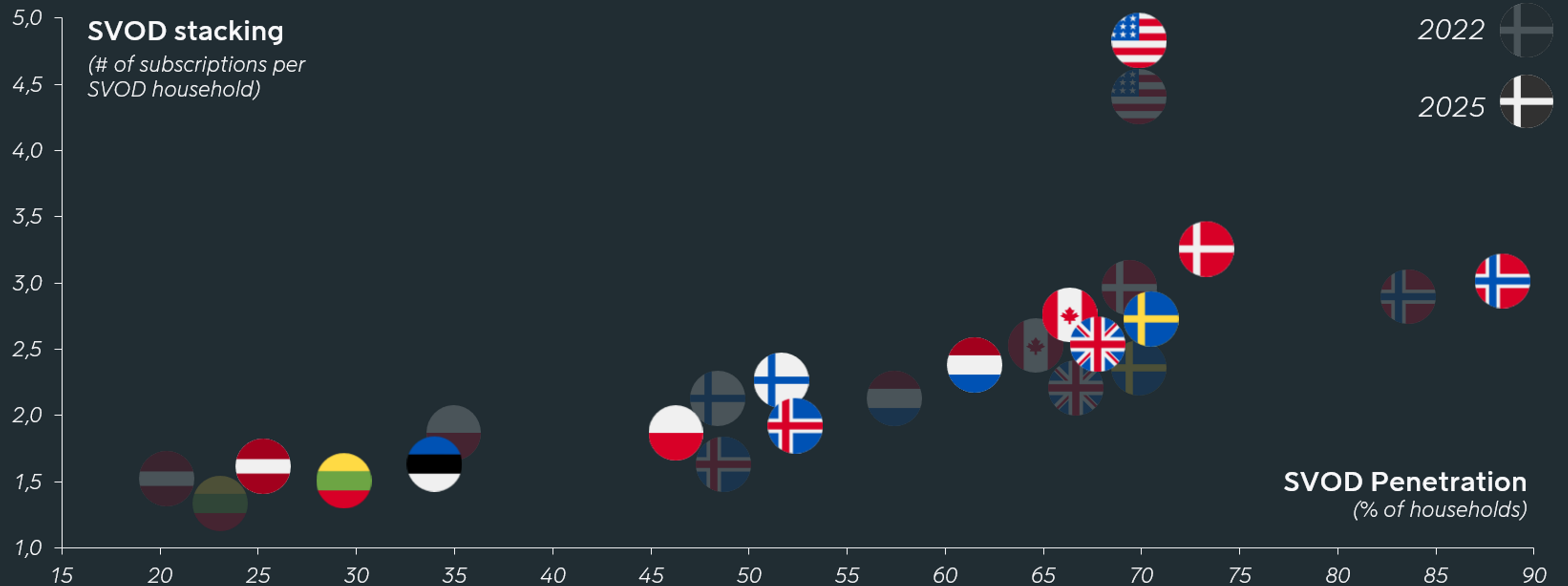




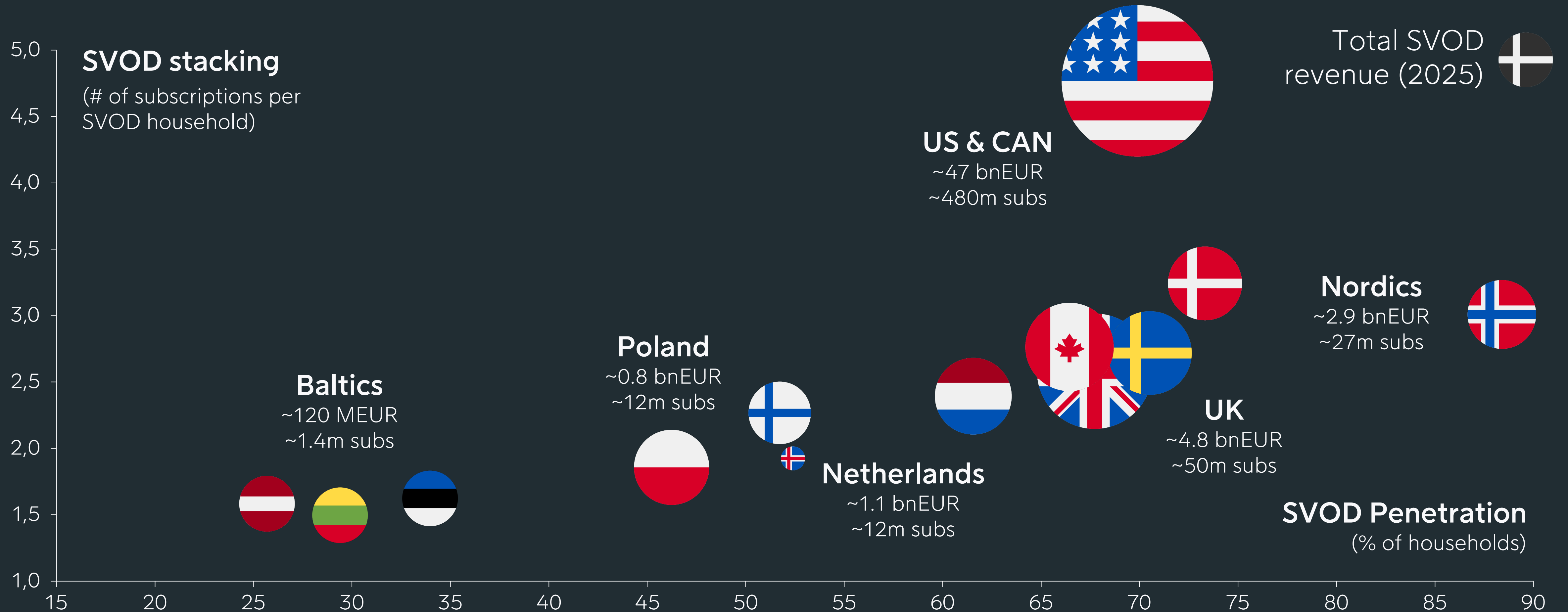
# New markets launched



# Streaming is growing



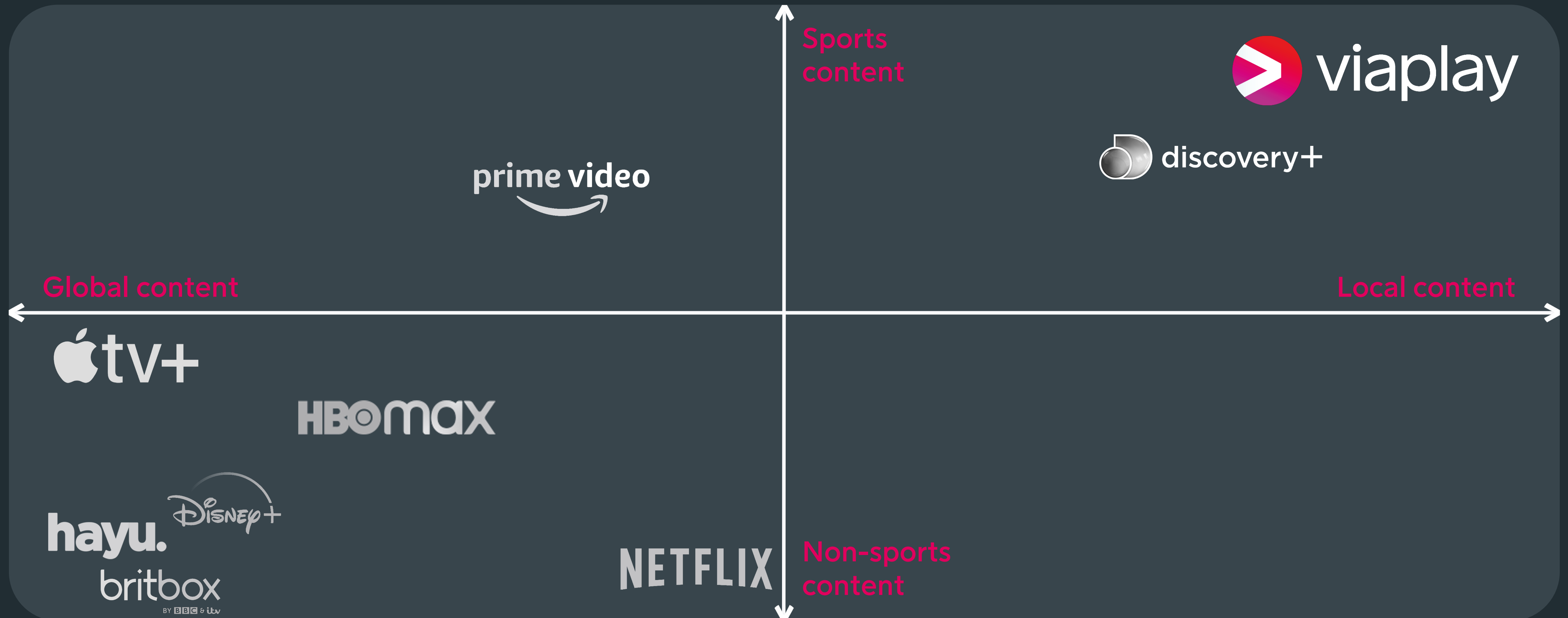
# Streaming is growing



# And so is the number of competitors

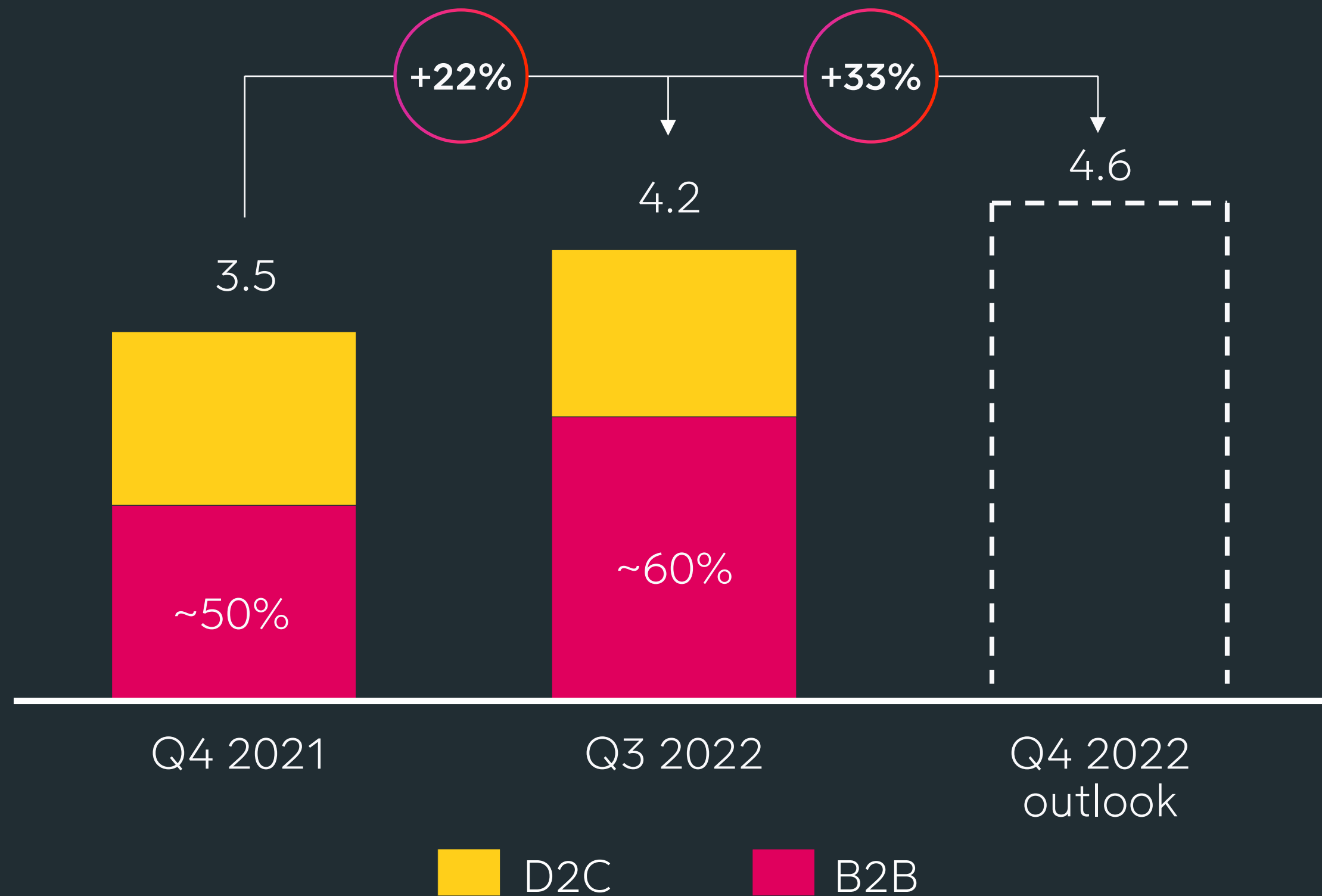


# We have a unique position

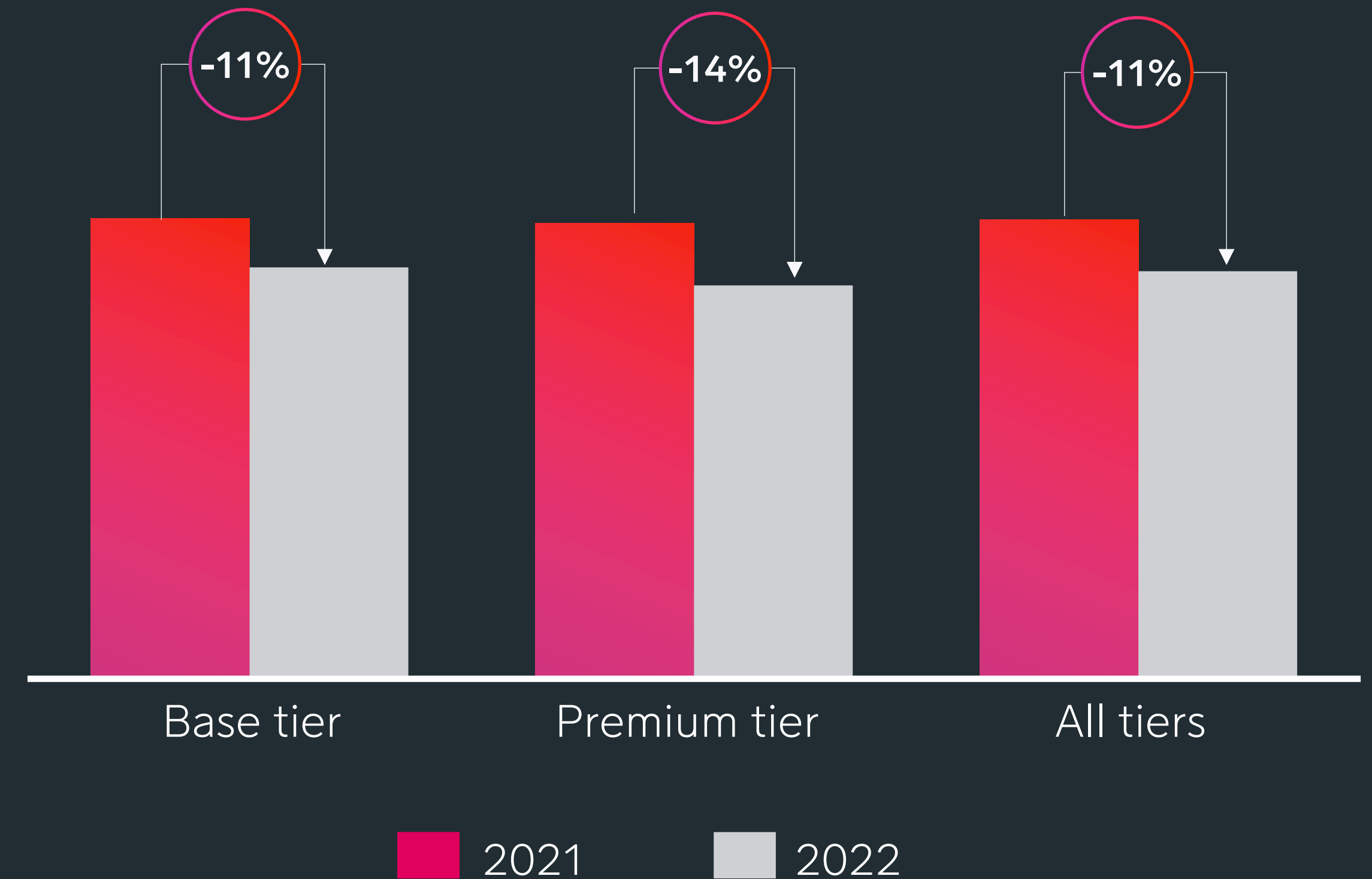


# Positive subscriber dynamics

Nordic paying subscribers  
(Millions)

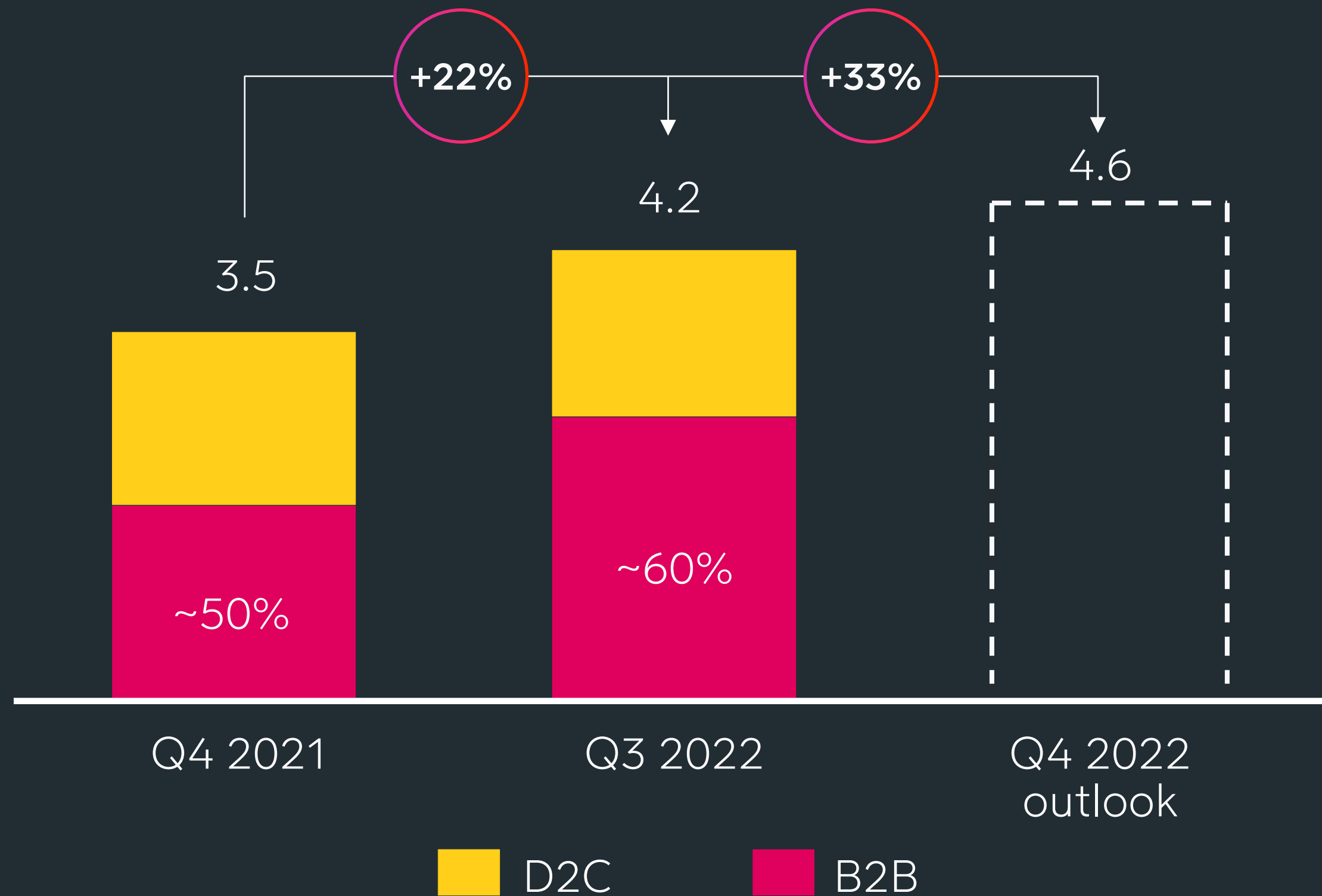


Monthly churn  
(Nordic average, Q1-Q3, indexed)

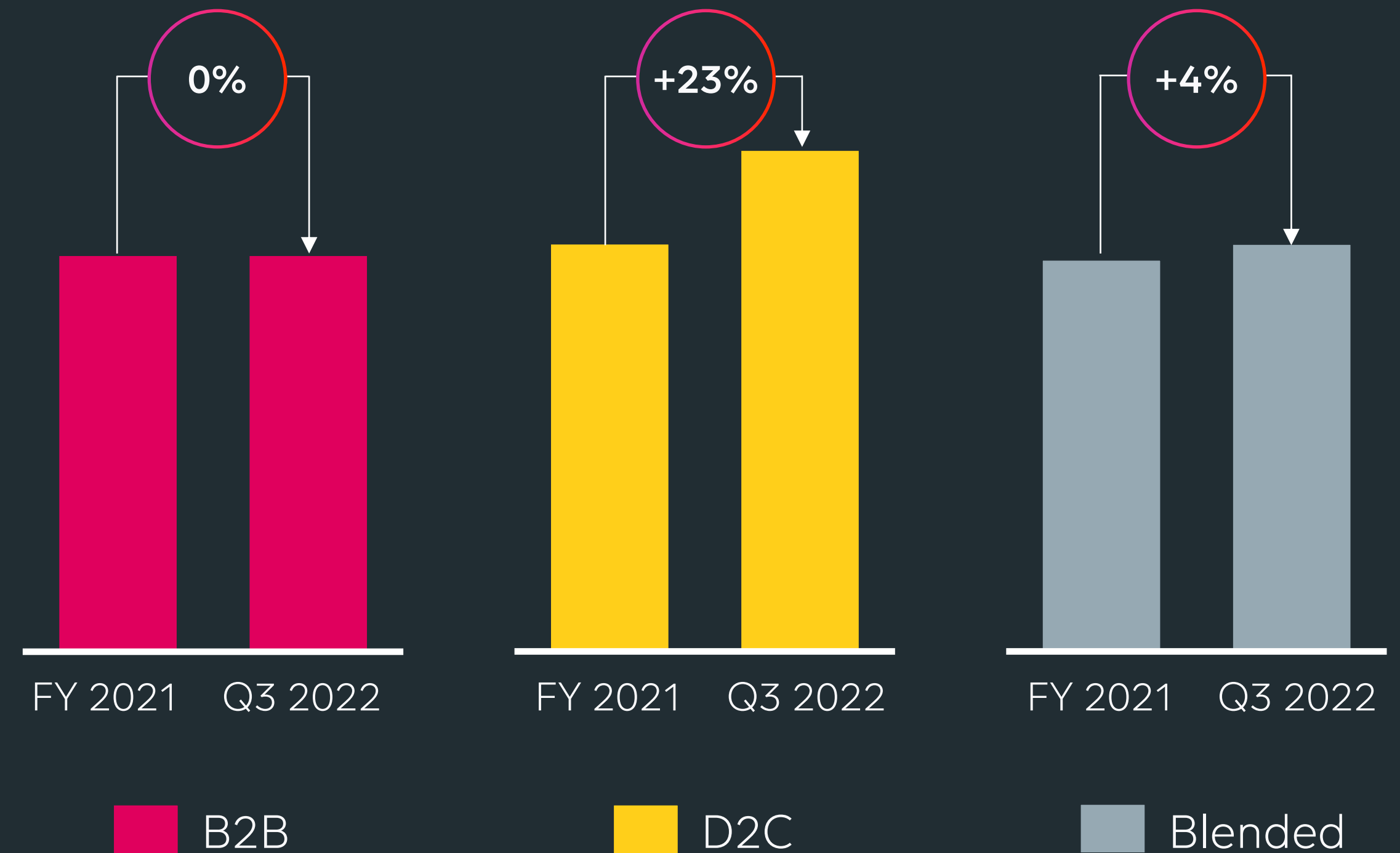


# Positive subscriber dynamics

**Nordic paying subscribers**  
(Millions)



**Nordic ARPU**  
(SEK/sub/month, organic, indexed)





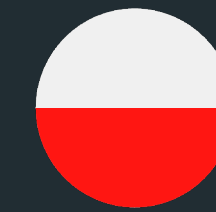
# International expansion on track



Baltics

Subscriber  
development

**+30%**  
YTD



Poland

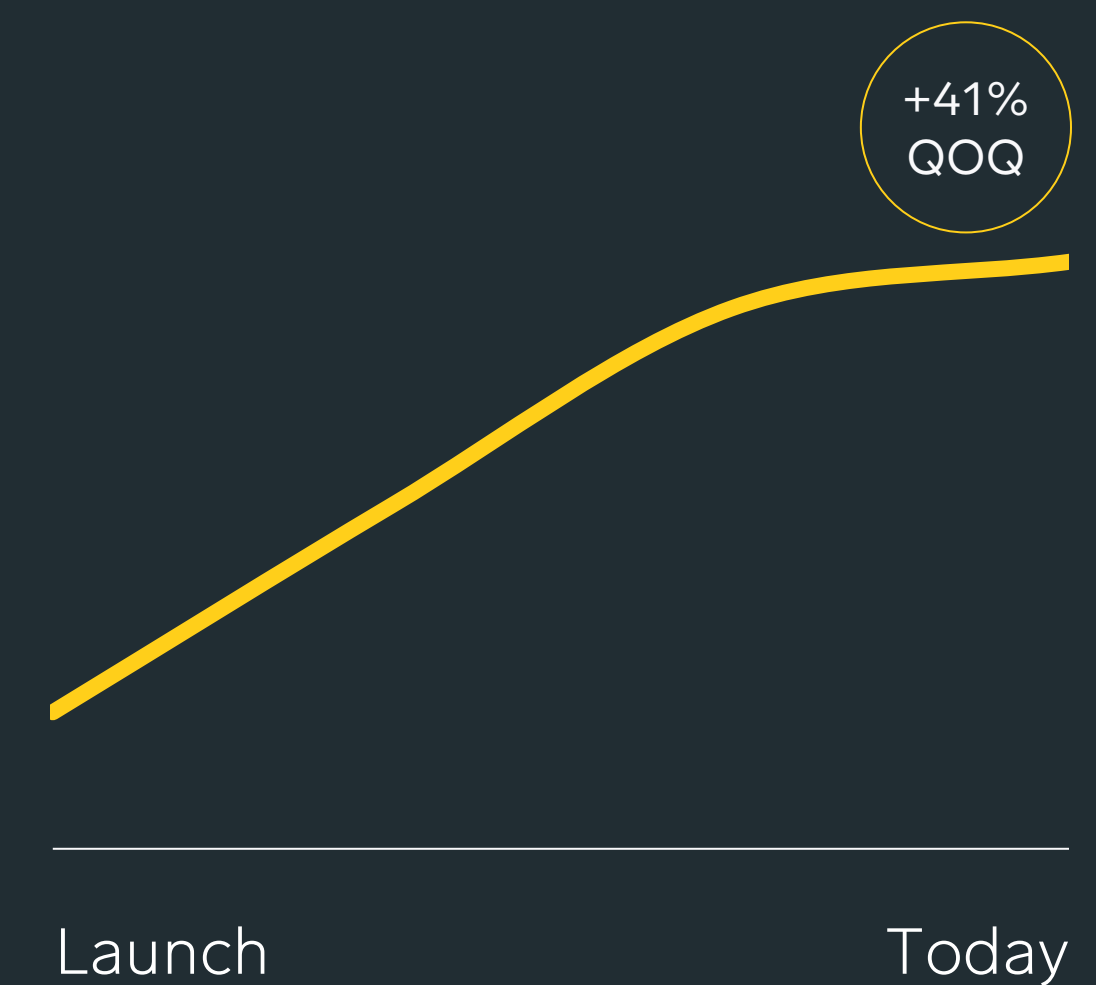
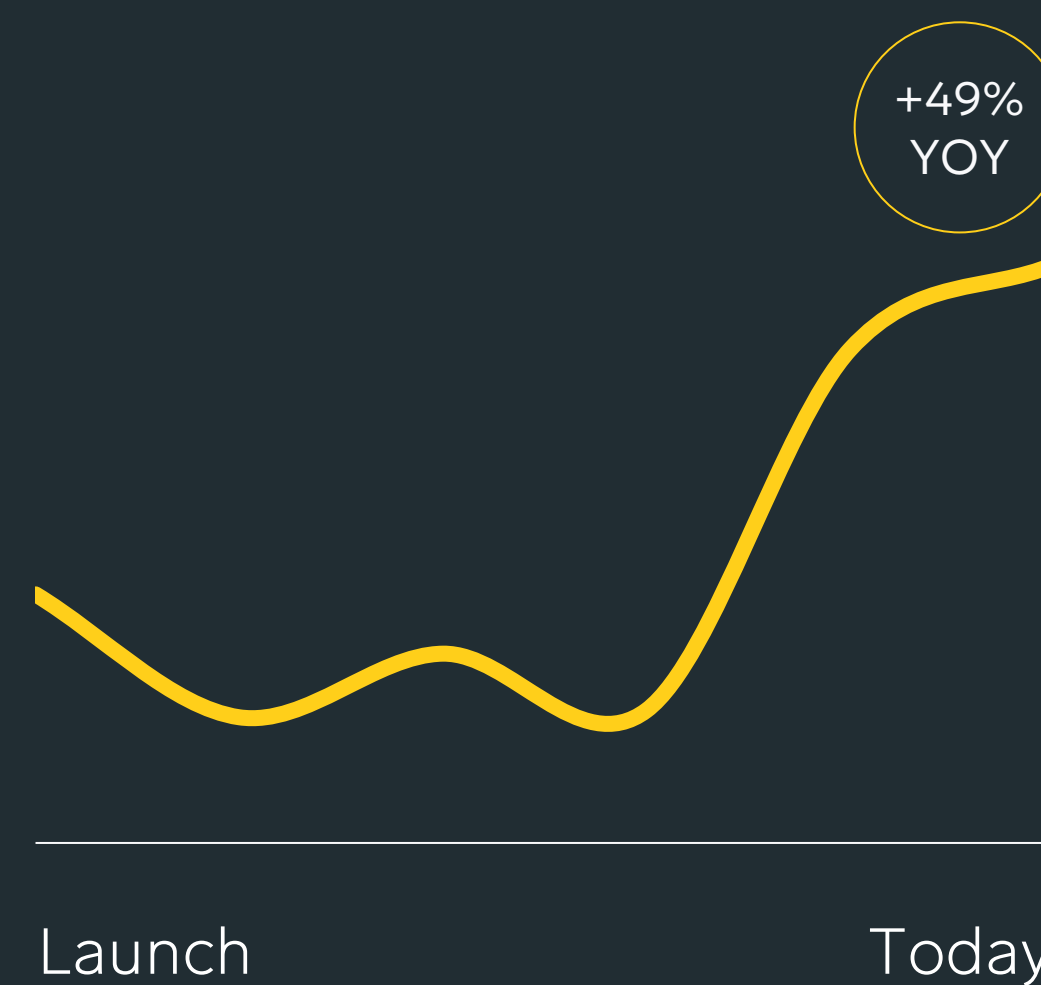
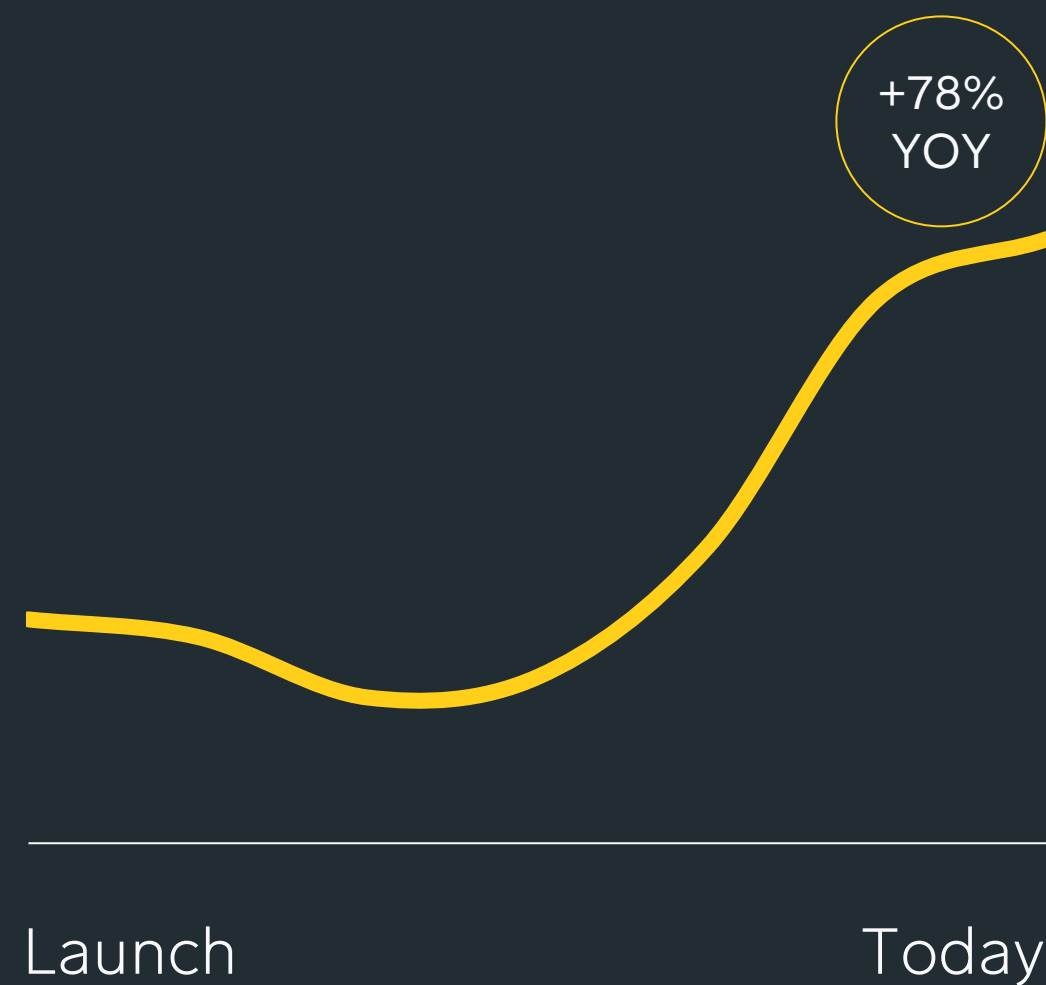
**>1M subs**  
Since launch (August 2021)



Netherlands

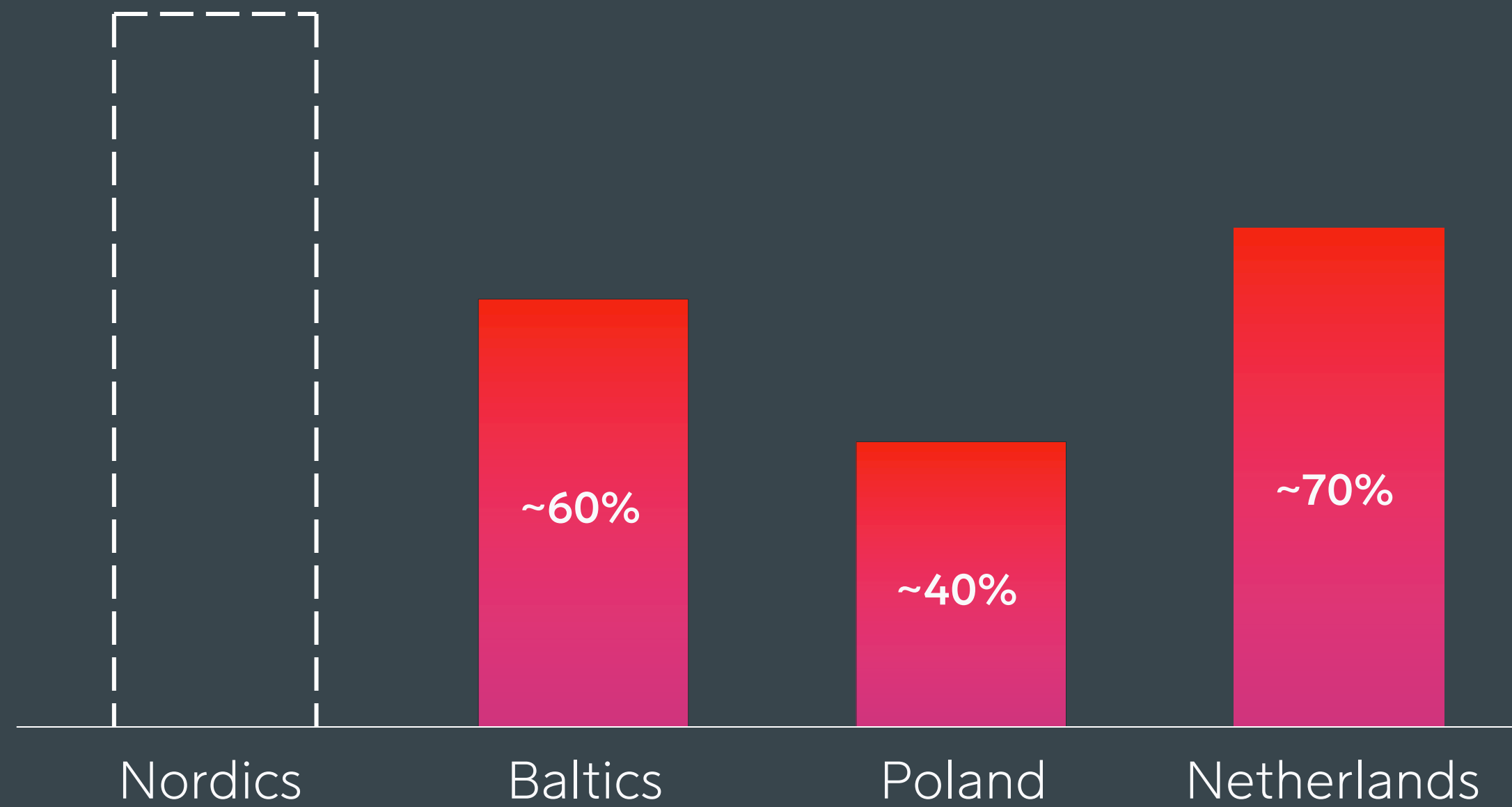
**>1M subs**  
Since launch (March 2022)

Sports viewing  
(min. per user)



# International expansion on track

**Minutes viewed per user**  
(D2C Sports packages, Q3 2022)



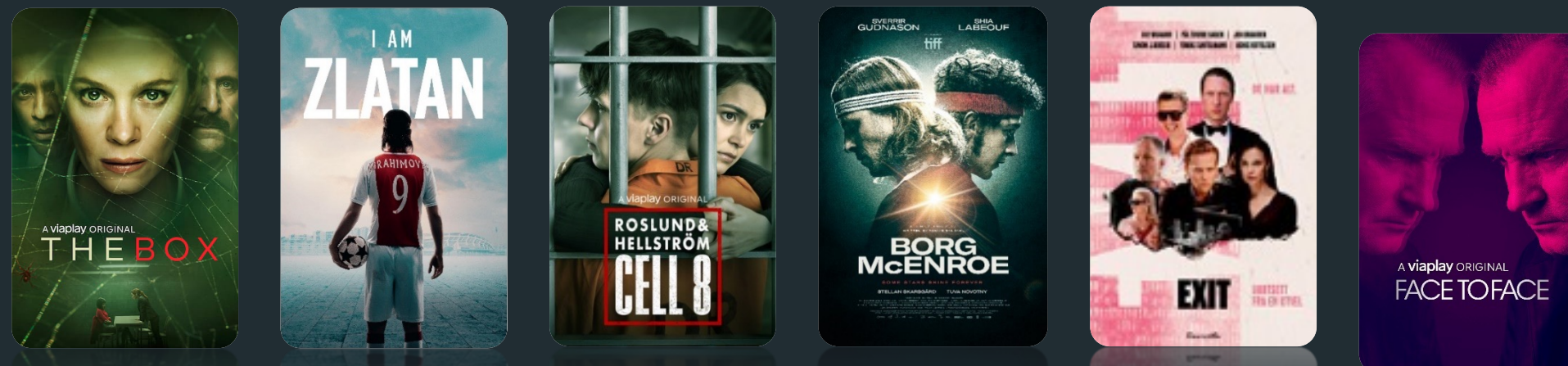
**Price points**  
(Sports package, monthly price)



# UK launch

## Offering

### Best of Nordic Noir



### Locally relevant sports



## Price and packaging

Film and series package  
£3.99 /mo.

Total package  
£14.99 /mo.

Annual Total package  
£11.99 /mo.

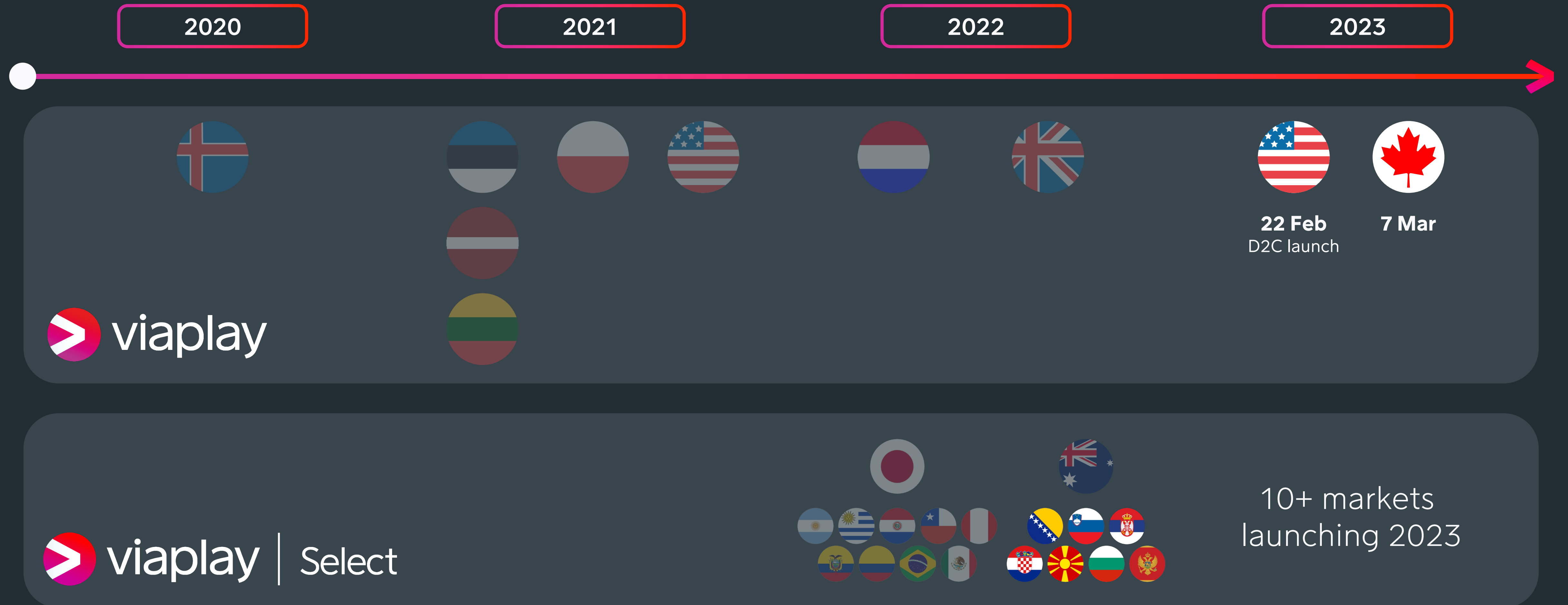
## Channels



## Partners



# Continuing the expansion journey



# Key drivers for continued growth





# Changes in the world around us

**War in  
Ukraine**

**Energy  
crisis**

**Disrupted  
supply chain**

**Rising  
inflation**

**Rising  
interest rates**

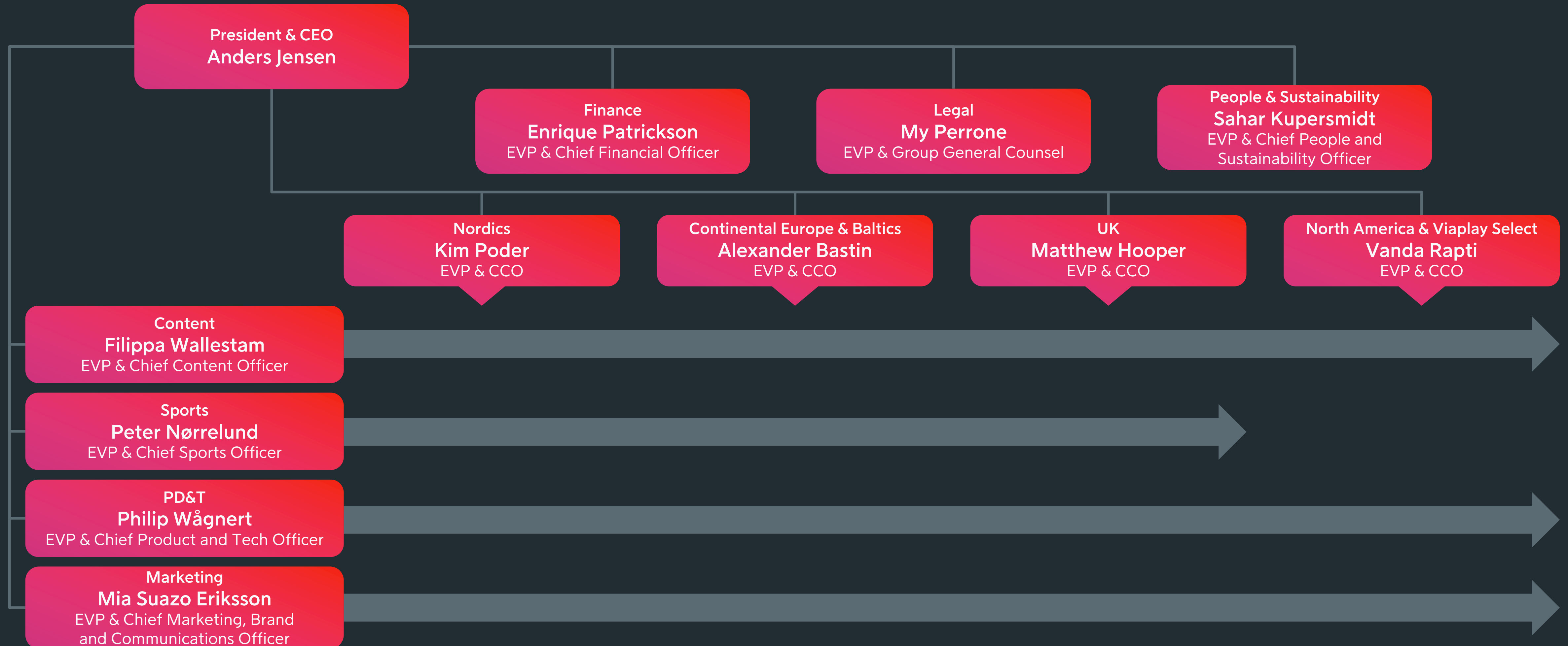
**FX  
movements**

# Adapting our strategy to new circumstances





# New organisation increases local focus



# Core strengths

**Unique &  
tailored  
content  
offerings**

**World-class &  
scalable tech  
platform**

**A winning  
team &  
engaged  
organisation**

**Long-term  
distribution  
partnerships**

# Sustainability priorities & progress

## Taking climate & environmental action

- Climate-friendly productions
- Adoption of Science Based Targets
- TCFD reporting

## Advancing diversity & inclusion

- Increasingly diverse workforce (60+ nationalities)
- Gender equal workforce (44f/56m in 2022)
- Using original storytelling to raise awareness of societal issues & promote inclusion

## Promoting wellbeing & ethics

- New whistleblower procedures
- 3<sup>rd</sup> party production audits
- Employee & supplier Code of Conduct

# Short-term outlook

## 2023 outlook

**Group organic sales growth**

~24-26% (excl. FX and Premier Sports)

**Nordic sales growth**

~12-15%

**Viaplay subscribers**

~9 million subscribers by end of 2023  
of which ~5m Nordics and ~4m International

**EBIT (excl. ACI & IAC)**

Nordics: ~1.2-1.35 bnSEK  
International: Loss of ~1.0-1.1 bnSEK

**Change in working capital**

Approximately -2.0 bnSEK

# Long-term outlook

## Updated targets

**Group sales growth<sup>1)</sup>**

~16-19% CAGR 2020-25

**Nordic sales growth**

~10-12% CAGR 2020-25

**Viaplay subscribers**

~12 million subscribers by end of 2025

**Group EBIT  
(excl. ACI & IAC)**

~13% Group margin for 2025 with positive result for International operations already in 2024  
~20% long-term margin for Nordic operations, and  
~25% long-term margin for International operations

**Leverage policy<sup>2)</sup>**

<2.5x Net Debt/LTM EBITDA including leases

# Key takeaways



Well on track to  
build something  
truly unique

1



Adapting to macro  
developments to  
ensure delivery  
of strategic  
objectives

2



International  
expansion ahead  
of schedule

3



Nordic  
opportunity  
intact

4



Winning team  
and sustainable  
approach

5



# Optimising performance and fuelling growth

**Enrique Patrickson**  
Chief Financial Officer





# Highlights

**Fully funded  
plan**

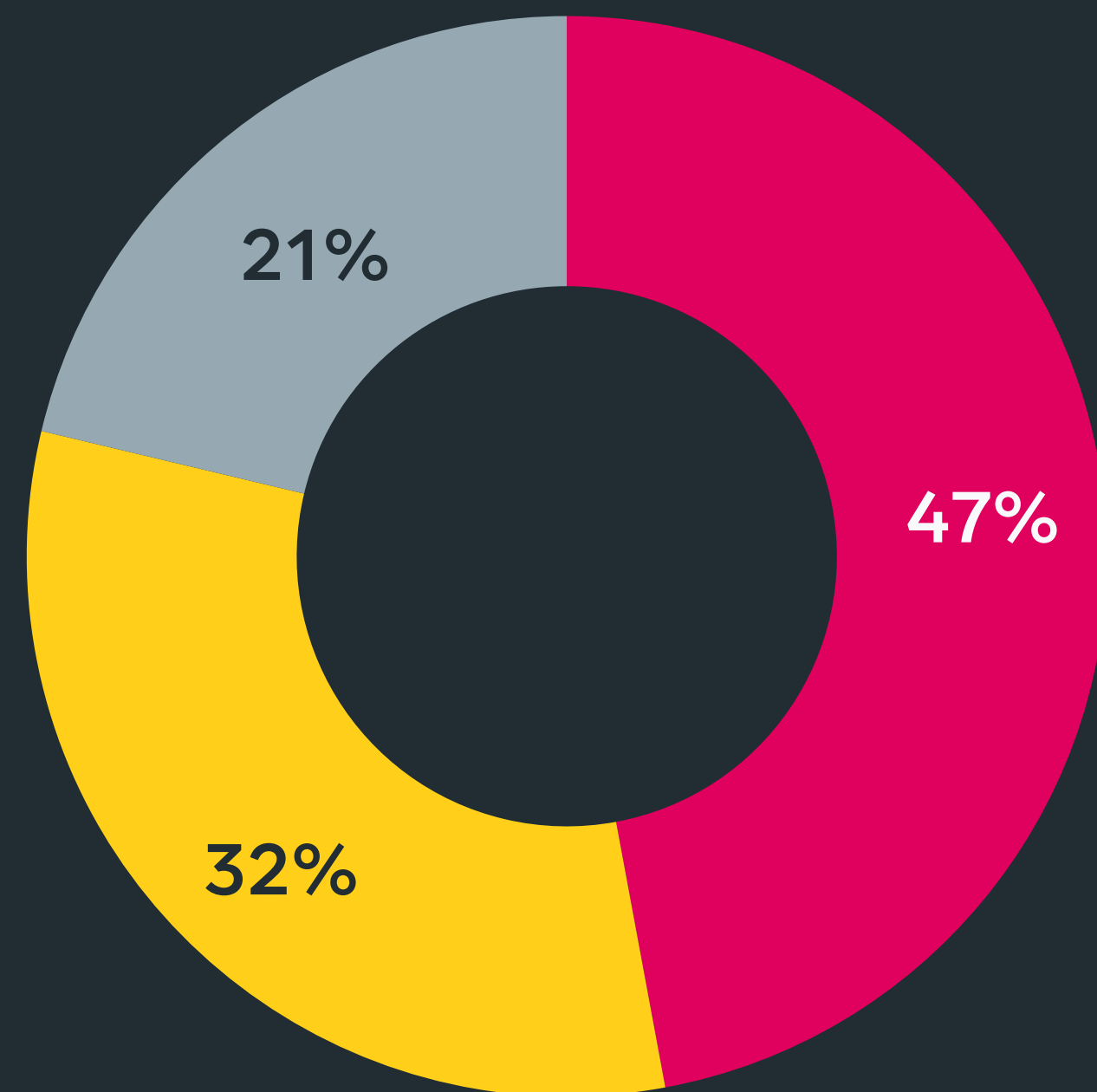
**Line of sight  
on costs**

**Streamlined  
portfolio**

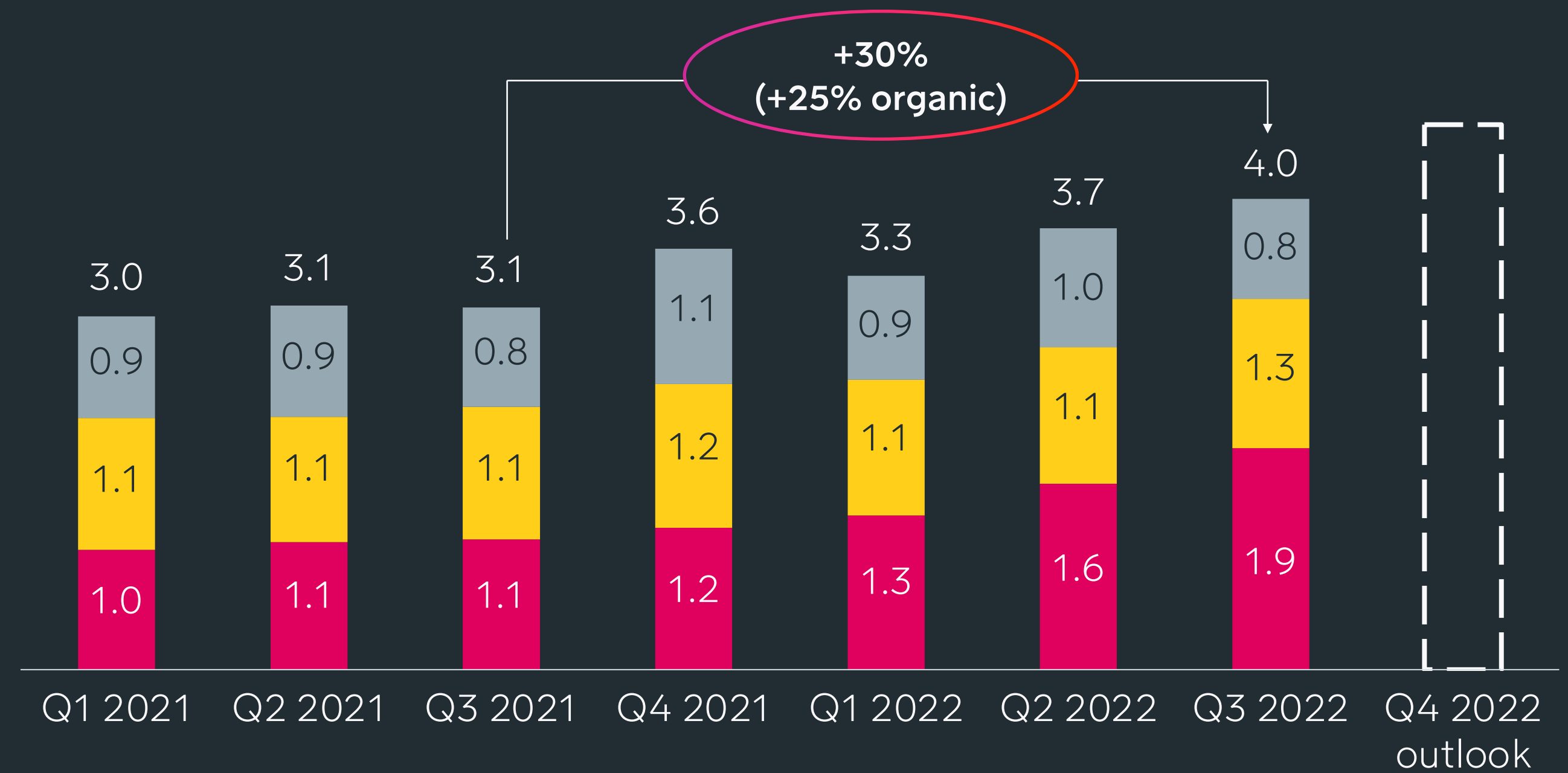
**Progressing  
to goals**

# Group revenue development

Group net sales  
(%, Q3 2022)

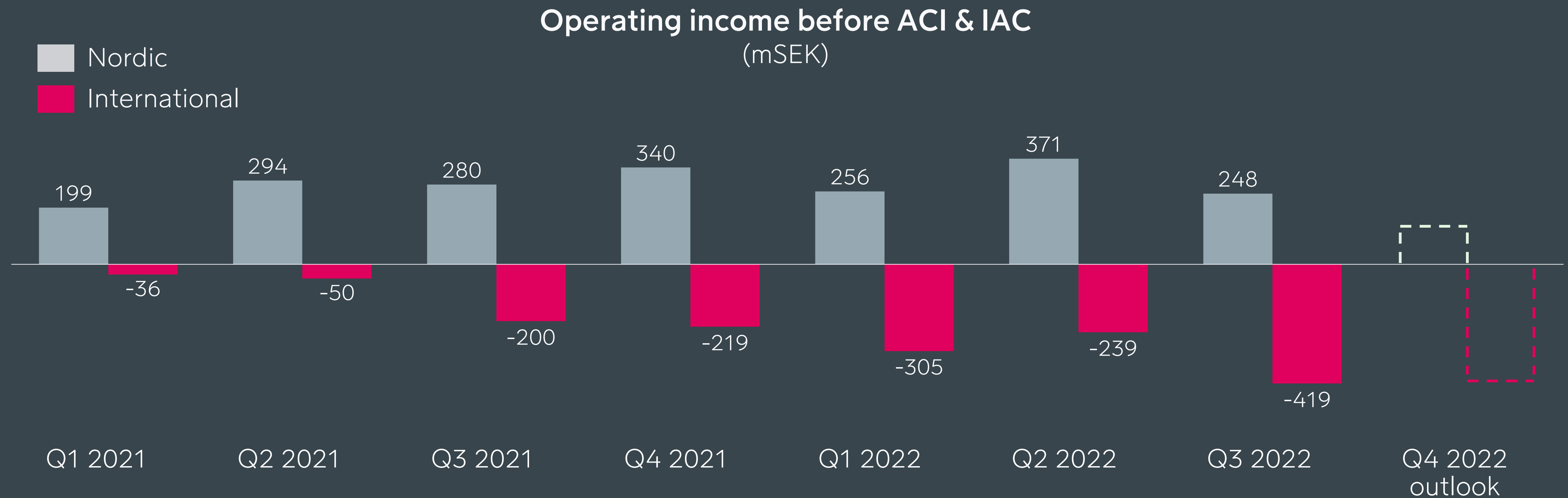


Group net sales  
(bnSEK)



Viaplay Linear subscription & other Advertising

# Group profit development



# Nordic 2022 full-year outlook

## Nordic EBIT before ACI & IAC (illustrative)

~20% organic growth  
≤8.8% EBIT-margin

Discontinued  
distribution  
agreement

Softer  
ad markets

Lower premium  
D2C subscriber  
growth

Savings

EBIT impact only

~10% organic growth  
~7% EBIT margin

2022  
Previous  
guidance

2022  
Updated  
guidance

# Proactively adapting to new circumstances

## Headwinds



### Currency impact

EBIT impact of -350 mSEK YoY in 2023 alone



### Softer ad markets



### Discontinued distribution agreement



### Slower-than-expected Norway growth

## Tailwinds & mitigation toolbox



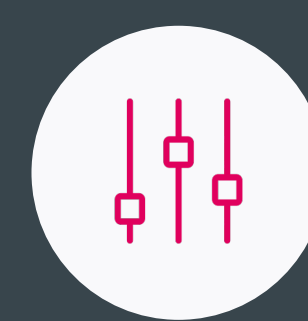
### Better-than-expected Netherlands launch



### Premier Sports accelerating UK launch



### Pricing power



### Cost-savings programme



# Near-term outlook

## 2023 outlook

**Group organic sales growth**

~24-26% (excl. FX and Premier Sports)

**Nordic sales growth**

~12-15%

**Viaplay subscribers**

~9 million subscribers by end of 2023  
of which ~5m Nordics and ~4m International

**EBIT (excl. ACI & IAC)**

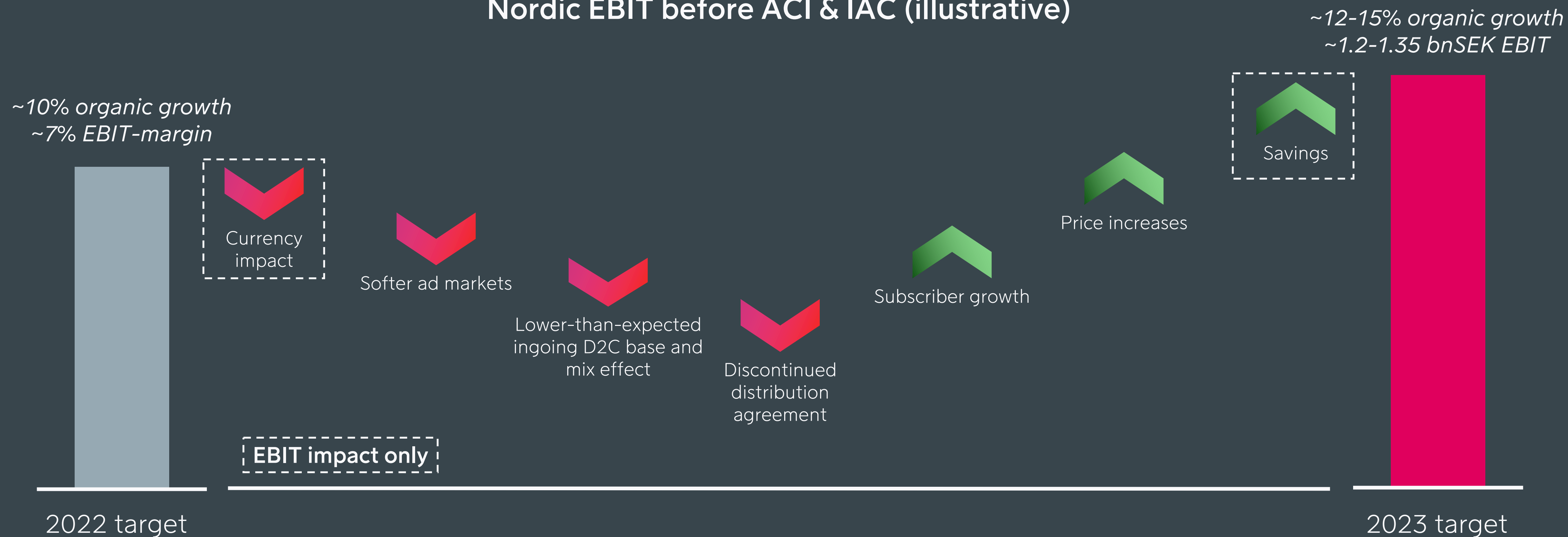
Nordics: ~1.2-1.35 bnSEK  
International: Loss of ~1.0-1.1 bnSEK

**Change in working capital**

Approximately -2.0 bnSEK

# Key drivers for next year

## Nordic EBIT before ACI & IAC (illustrative)





# Steadily improving margins

Nordic 2023 EBIT margin trajectory (illustrative)

FY 2022  
Nordic EBIT  
margin

~7%

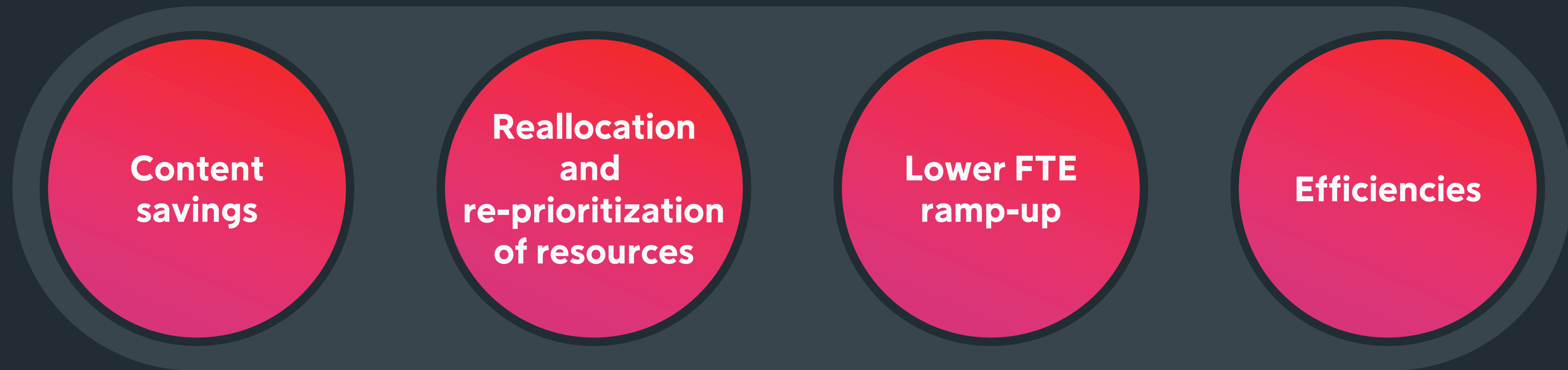
~3-4%

Q4 2022

H1 2023

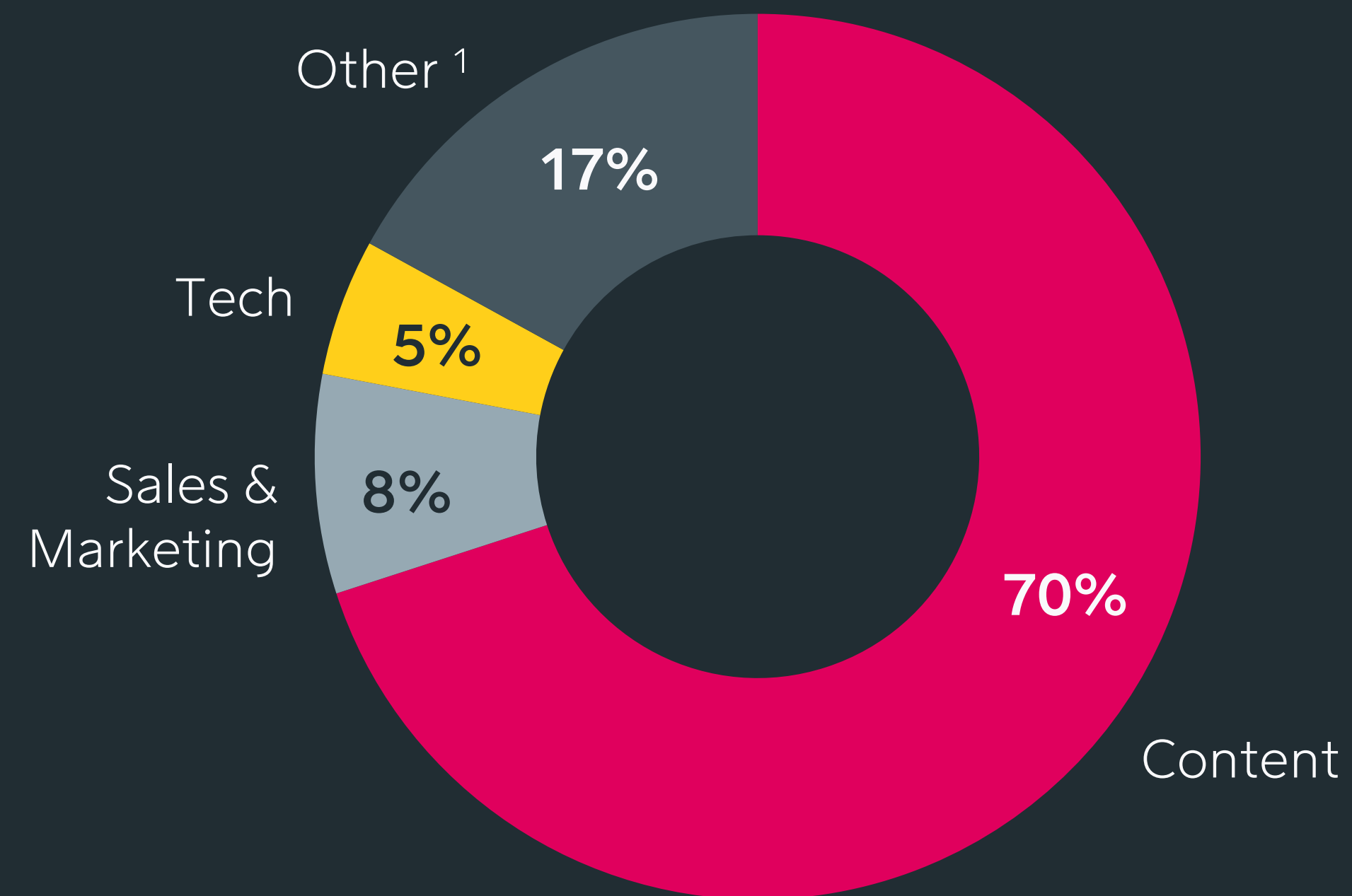
H2 2023

# Key levers for 2023 cost efficiency



# A predictable cost base

Indicative share of Group OpEx (%)



## Sports:

Majority of contracts locked in over multi-year periods



## Acquired content:

Largest deals are locked in until 2025







## Originals:

High visibility as amortised over 6 years

# Pricing power

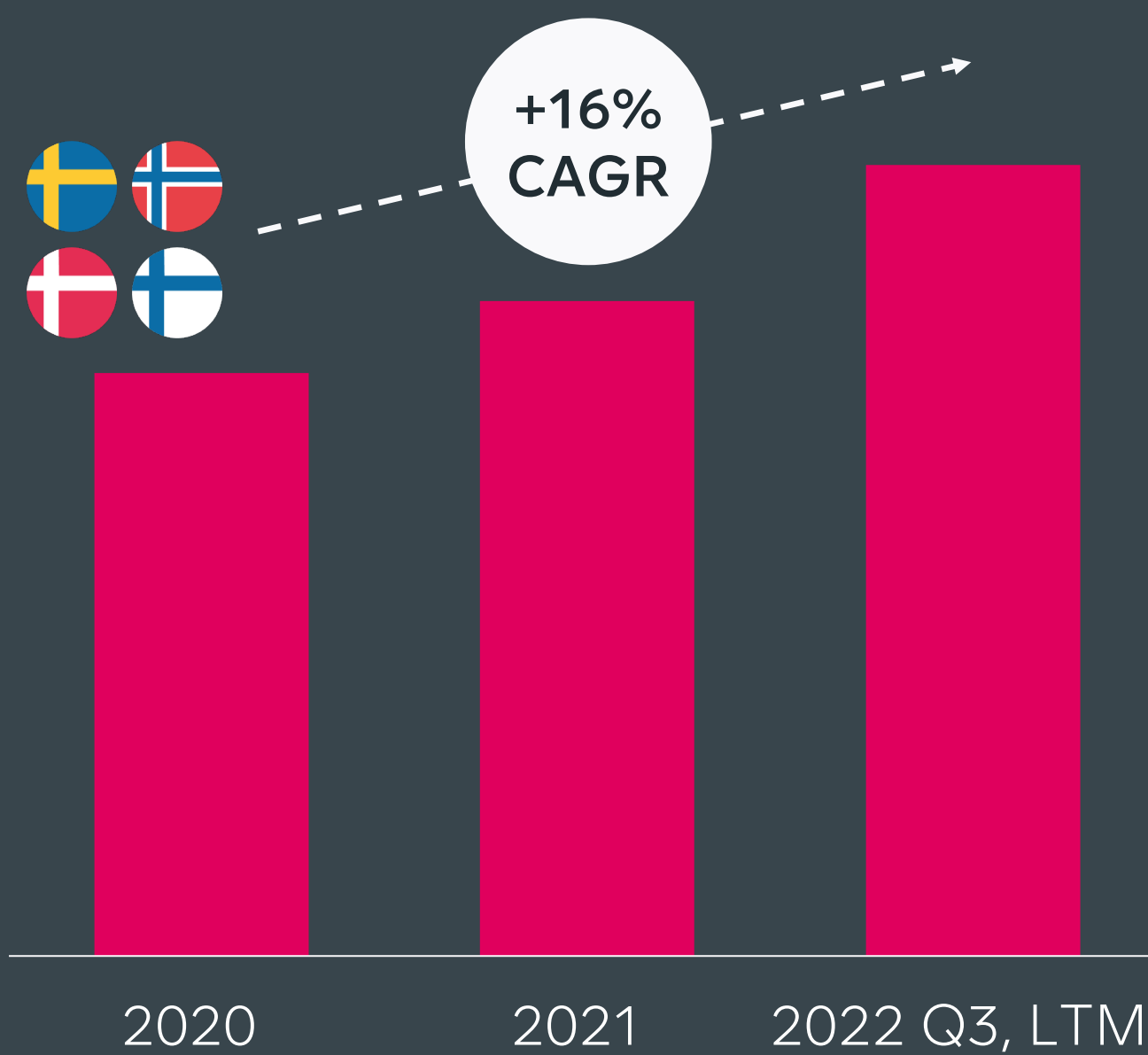
## SVOD

Yearly price increase  
(2019-2022, avg. per annum.)

	TM	TMS
	+6%	+7%
	+6%	+10%
	+5%	+25%
	+9%	+5%




## Wholesale

Nordic partner sales  
(2020-2022Q3 LTM)

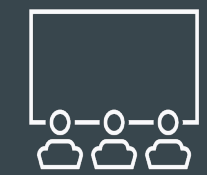


## 2022 changes

Price increases 2022

	Premium sports package +86% in Q3 Medium tier package +6% in Q3 Basic tier package +8% in Q2
	Premium sports package +22% in Q4 Medium tier package +15% in Q4
	Premium sports package +14% in Q1

# Value for money



## Viaplay price comparison (SEK)

### Viaplay Total

One month, incl. sport



549

### Viaplay Film & Series

One month



129

### One movie ticket



~150

### One pizza & one beer



~200

### One theatre ticket



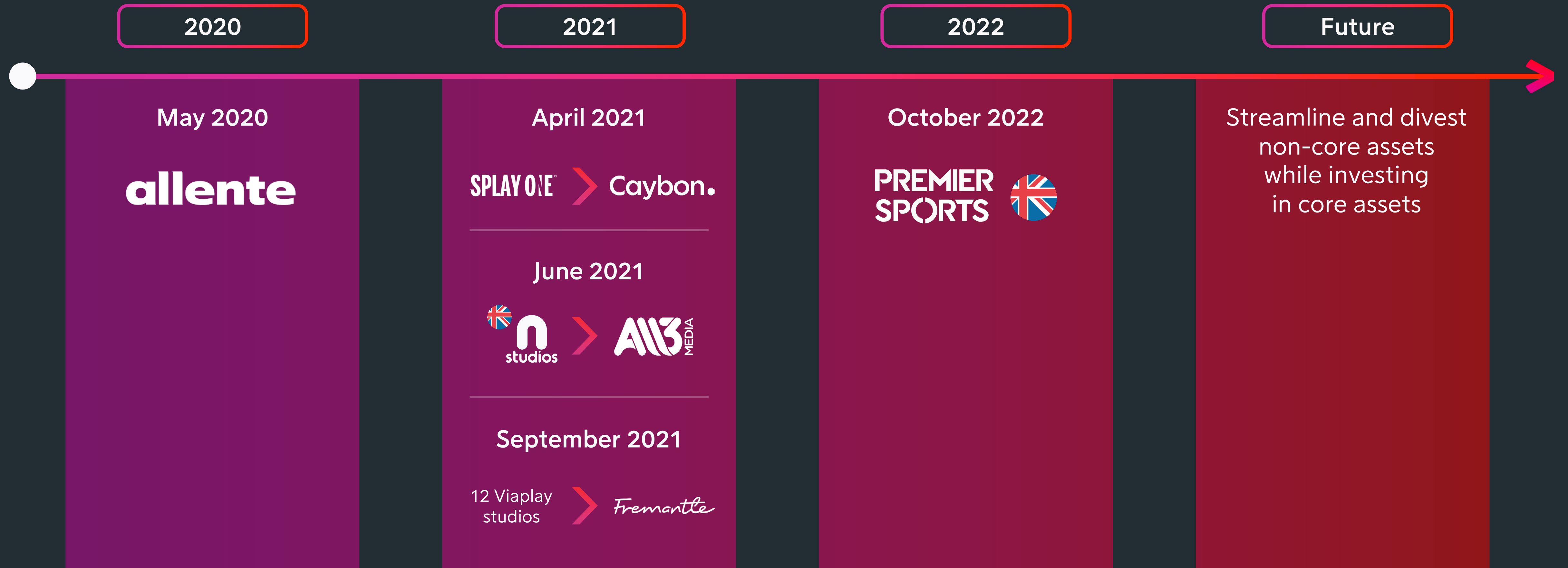
~300

### Family ticket to one football game



~1,000

# Focusing on core





# Continuing our streamlining journey

**allente**

Cash flows deployed to international expansion in select markets

**PREMIER  
SPORTS** 

Great platform to expedite path to profitability

 **viaplay** | Select

Fast monetization of our valuable content



Circumstances have changed. Hold back any further investments

 **viaplay** | Select



Focus on Viaplay Select monetization

# Investments in growth

Continued strategic investments...

International expansion

Sports rights

Viaplay Originals

Acquired content

Tech platform



... impacts net working capital

Approx. changes in net working capital

-3.2

bnSEK in 2022

-2.0

bnSEK in 2023

# Fully funded for expansion

**Raised 4.35 bnSEK of equity financing  
in February 2021**

**Received 595 mSEK from Danish  
court settlement**

**Allente dividend payments of ~400 mSEK per  
annum (~300 mSEK in 2022)**



Investment in expansion

Nordics: Rising profits & margins

International: Positive result in 2024

Group free cash flow generation in 2024

# Financing profile

 Q3 2022

Total borrowings

3,400 mSEK

Cash & equivalents

3,165 mSEK

Net debt (incl. net lease liabilities)

546 mSEK (1.2x LTM EBITDA)

Leverage policy

<2.5x Net Debt/LTM EBITDA including leases



# Importance of culture, purpose & values



The diagram consists of a dark grey rounded rectangle containing four red circles. Each circle has a white text label in the center. The labels are 'Bravery', 'Equality', 'Appreciation', and 'Trust' from left to right.

**Bravery**

**Equality**

**Appreciation**

**Trust**

# Near-term outlook

	2022 outlook	2023 outlook
Group organic sales growth	~20%	~24-26% (excl. FX and Premier Sports)
Nordic sales growth	~10%	~12-15%
Viaplay subscribers	~7.3 million subscribers by end of 2022 of which ~4.6m Nordics and ~2.7m International	~9 million subscribers by end of 2023 of which ~5m Nordics and ~4m International
EBIT (excl. ACI & IAC)	Nordics: ~7% margin International: Loss of ~1.35 bnSEK	Nordics: ~1.2-1.35 bnSEK International: Loss of ~1.0-1.1 bnSEK
Change in working capital	Approximately -3.2 bnSEK	Approximately -2.0 bnSEK
Leverage policy <sup>1)</sup>	<2.5x Net Debt/LTM EBITDA including leases	

# Long-term outlook

## Long-term outlook

**Group sales growth<sup>1)</sup>**

~16-19% CAGR 2020-25

**Nordic sales growth**

~10-12% CAGR 2020-25

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**EBIT (excl. ACI & IAC)**

~13% Group margin for 2025 with positive result for International operations already in 2024  
~20% long-term margin for Nordic operations  
~25% long-term margin for International operations

**Leverage policy<sup>2)</sup>**

<2.5x Net Debt/LTM EBITDA including leases

# Key takeaways



Fully funded  
for expansion

1



Clear plan  
to manage  
challenges

2



Line of sight for  
majority of costs

3



Proactively  
aligning portfolio  
for streaming  
future

4



Long term  
strategic  
objectives intact

5



# Building the Viaplay Product Platform that travels

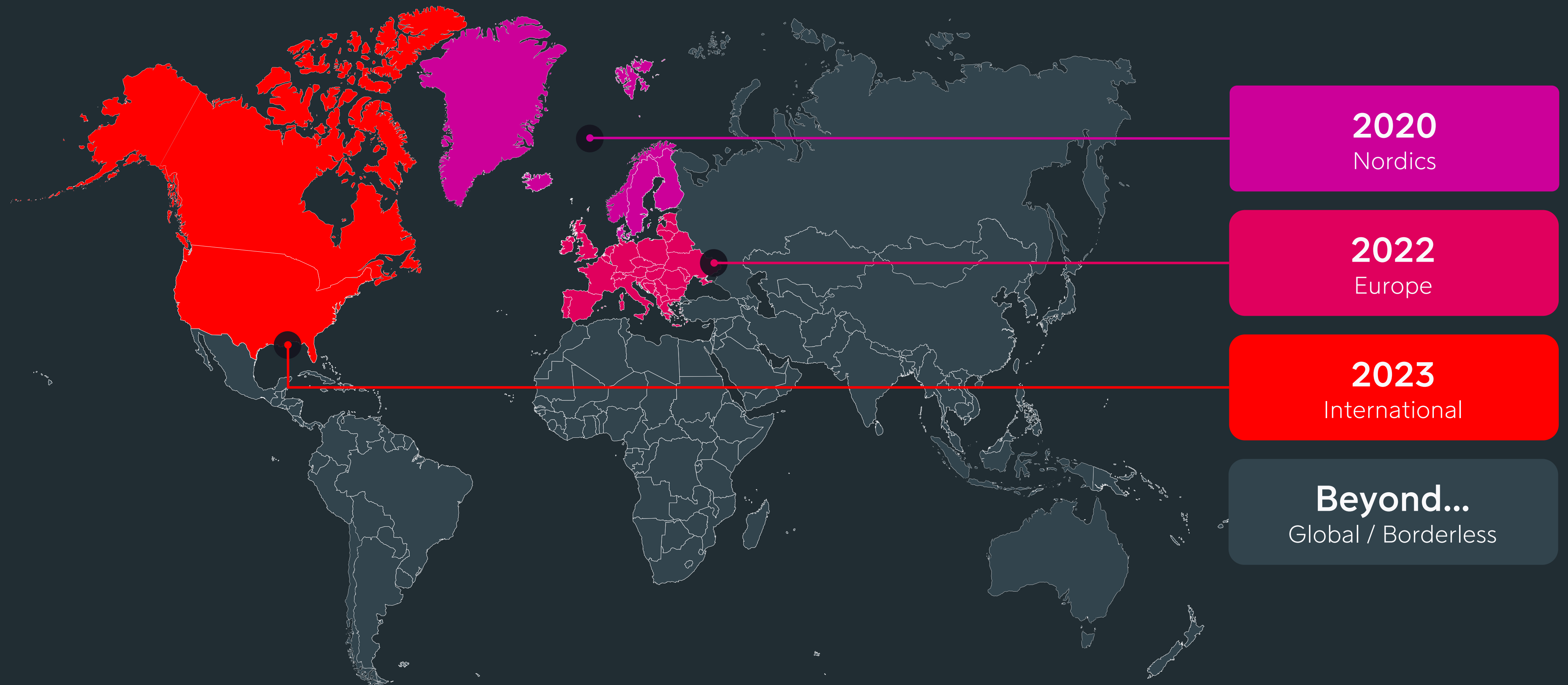
**Philip Wågner**

EVP & Chief Product & Technology Officer





# The Viaplay platform has evolved as the Group's ambitions have...



# ...delivering content people love across multiple types and business models



SVOD



Live sports



TVOD



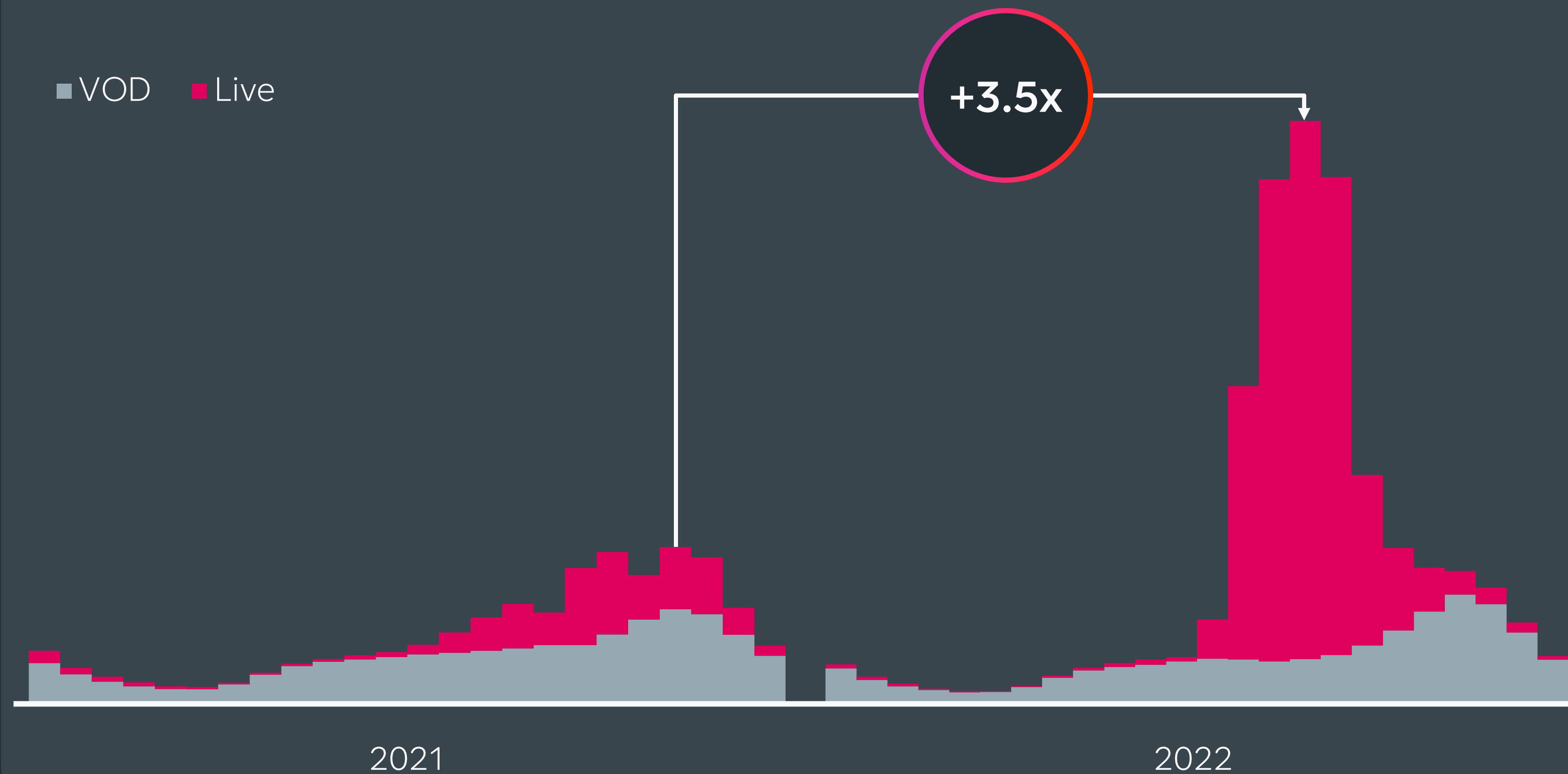
EST



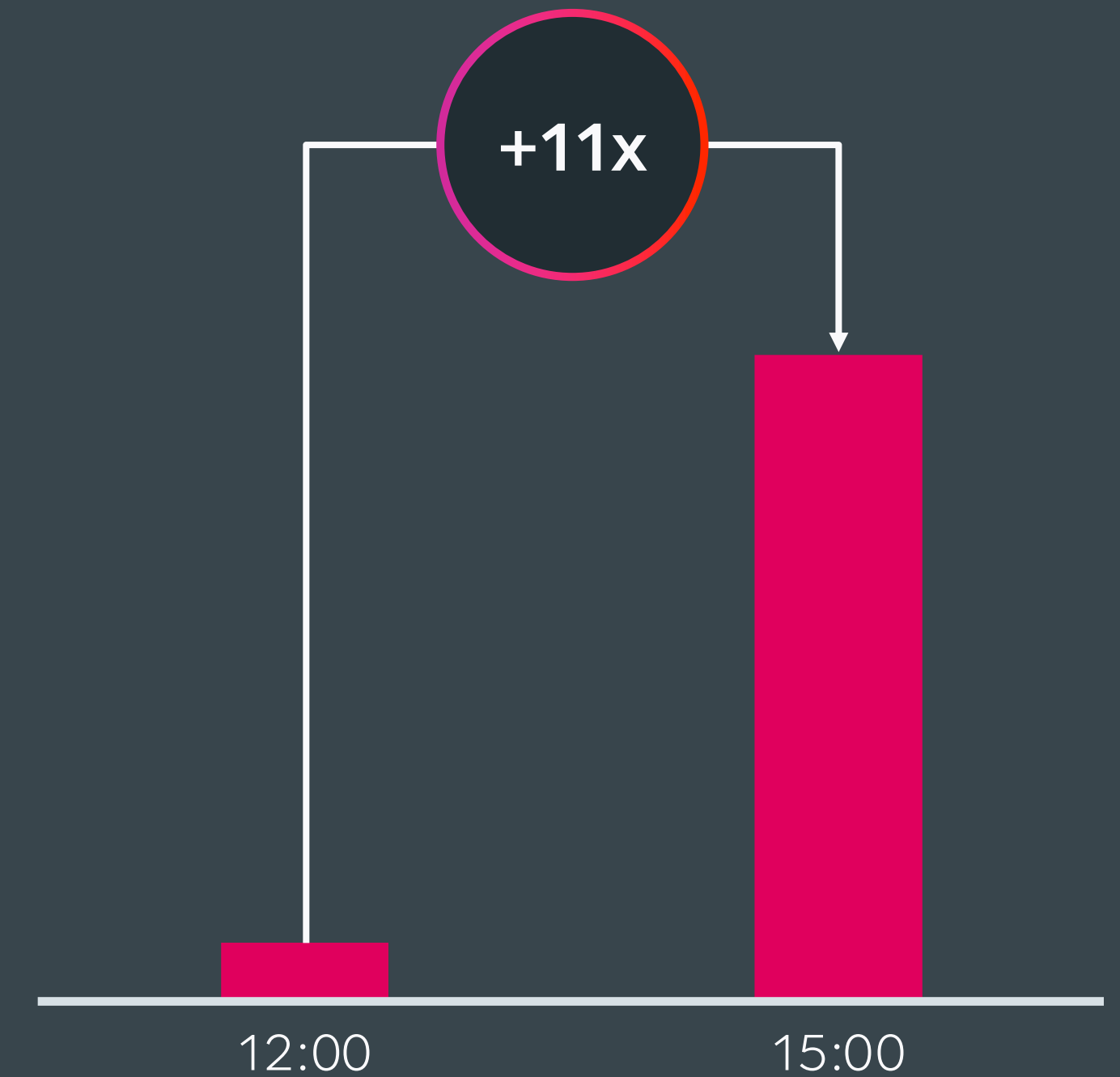
Linear TV

# The popularity of our live sports puts extra pressure on platform every second

Concurrent streams high performing Sunday



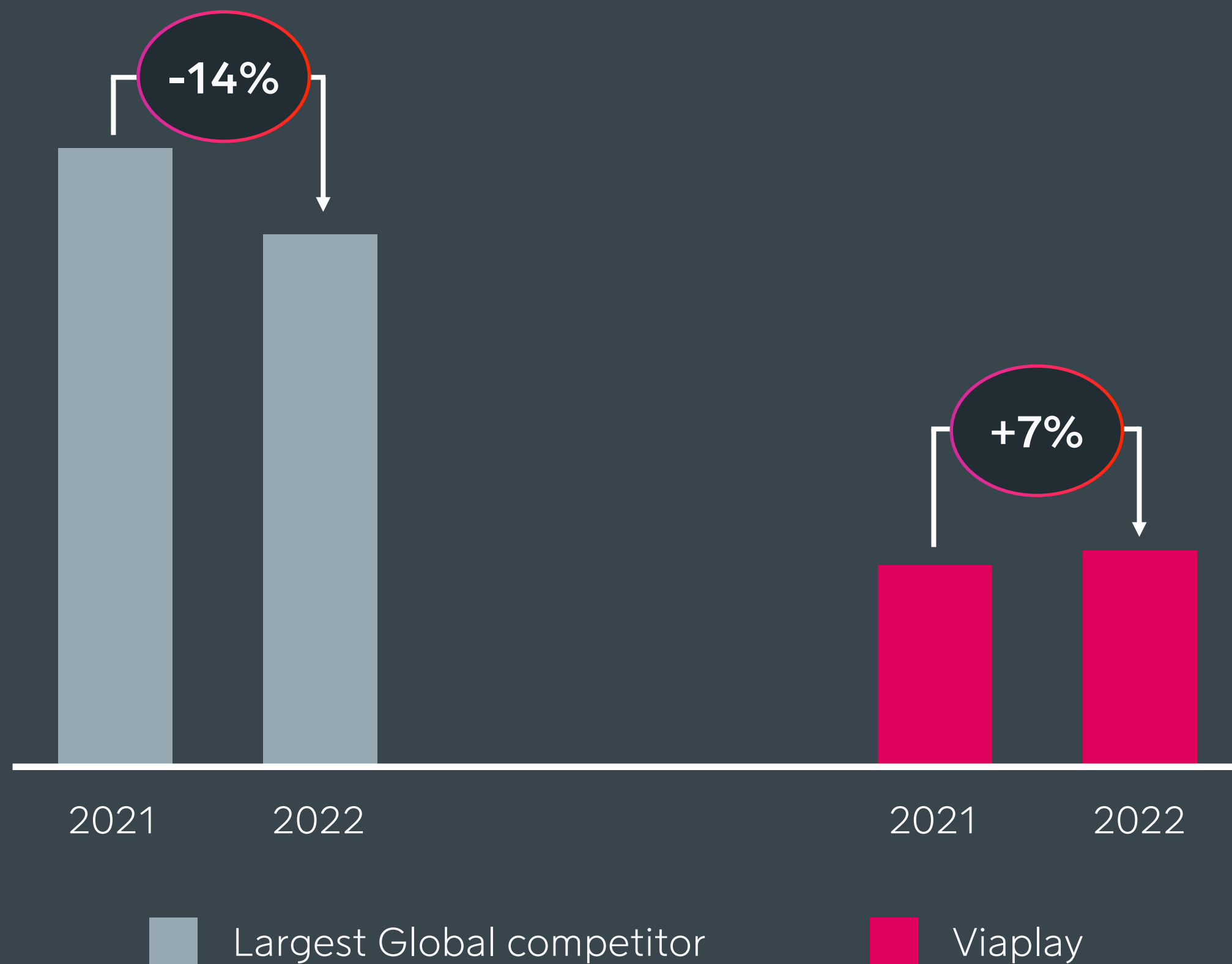
Rapid 11x growth concurrent traffic patterns



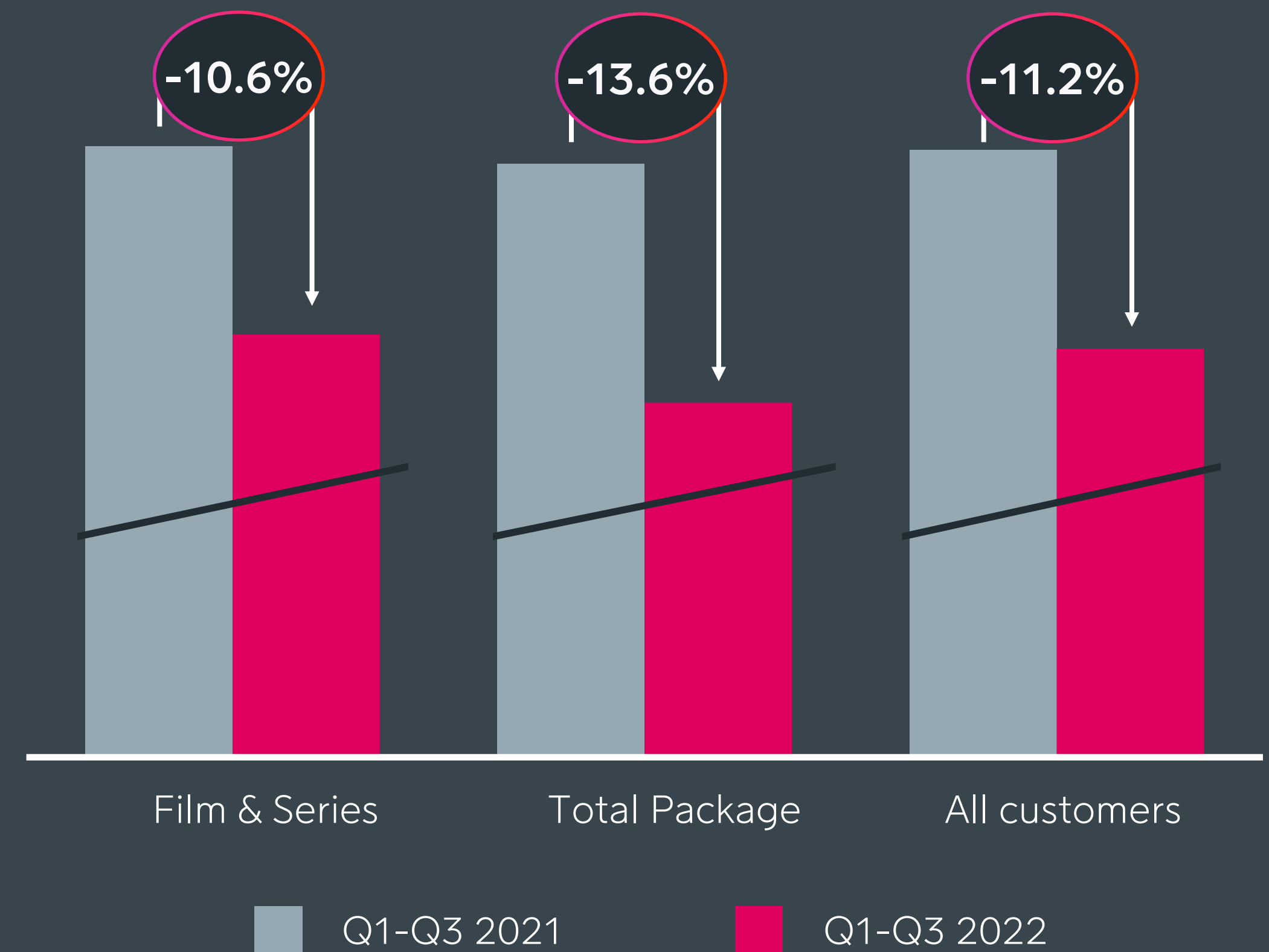


# Despite increasing market fragmentation and competition Viaplay has retained viewing shares

Nordic SVOD Share of Viewing

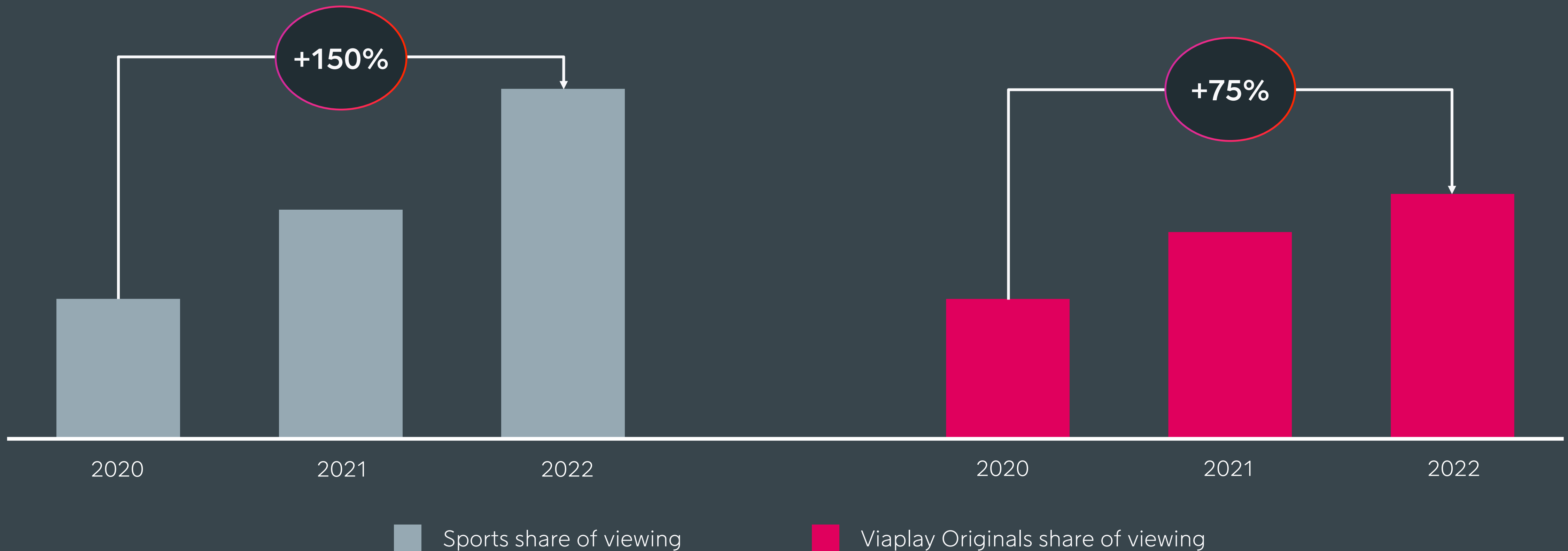


Viaplay Nordic Churn development



# ...by offering customers exclusive content that they want

Viaplay Content Share of viewing Nordics, YTD 2022 vs 2021 vs 2020



# How Viaplay is managing to stay relevant and desirable



Increasing personalization and improving recommendations



Enhancing Sports Experience and making it even more Engaging



Increasing reach through deeply integrated partnerships offering great user experience



# Continuous improvements to personalization and recommendations is driving viewing

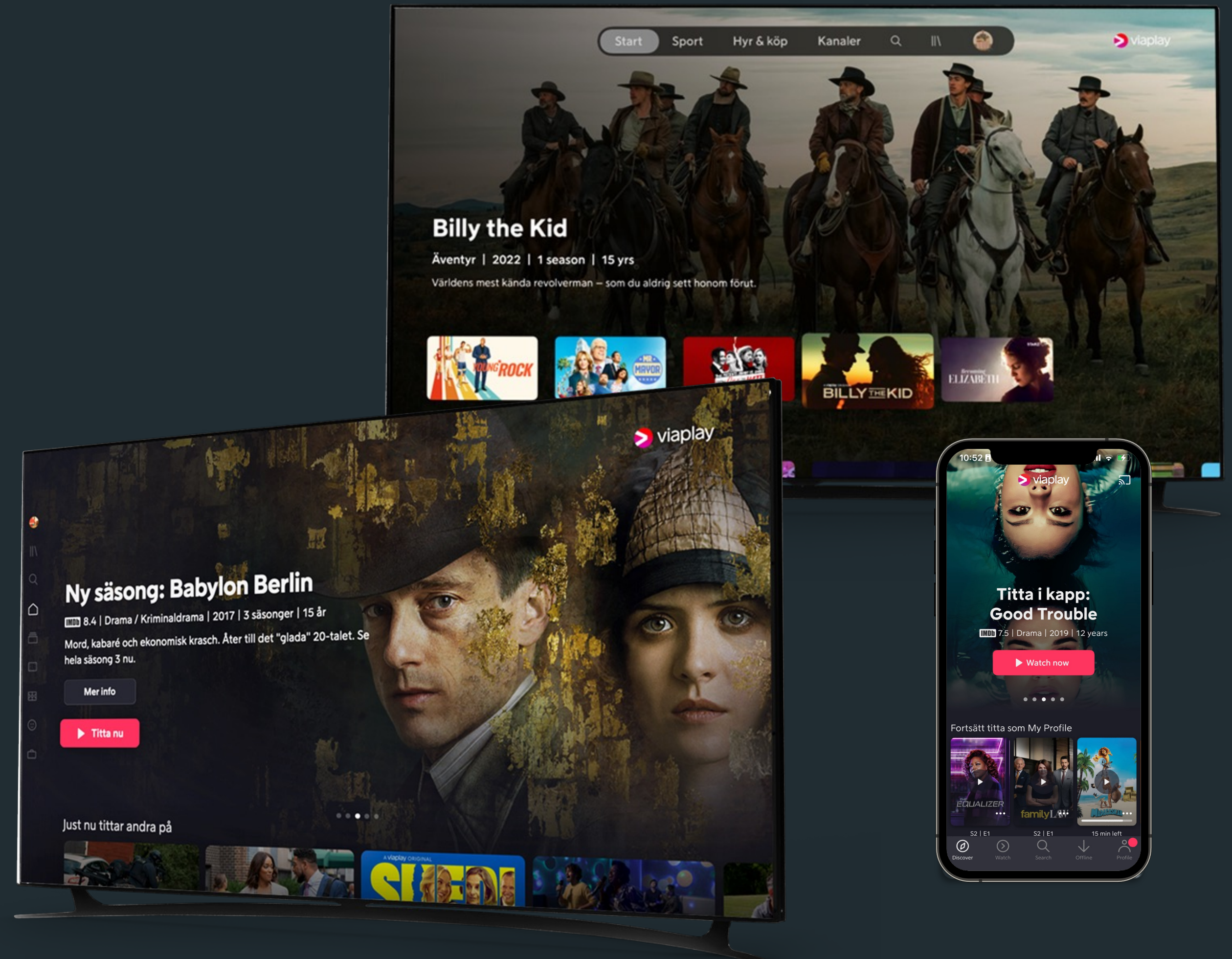
A recent multivariate test with multiple different personalization algorithms generating recommendations in the Viaplay feature box generated strong results

**+48%**

Feature box conversion



**+1,4%**

Overall conversion cross product

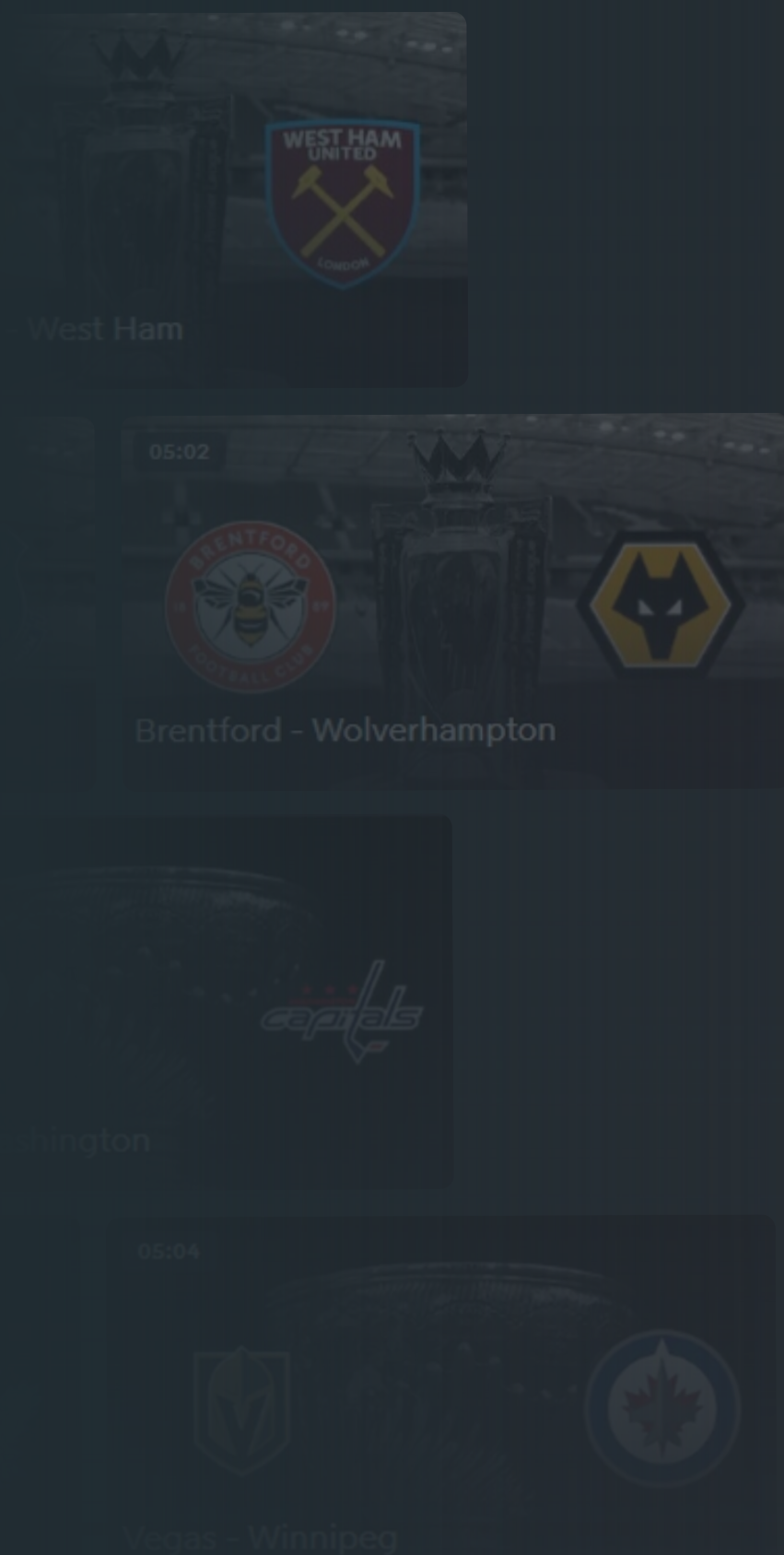






# Sports engagement is increasing when moving from linear to digital experience

	 Linear	 Streaming
Live	✓	✓
Catchup	✗	✓
Highlights	✗	✓
Enriched	✗	✓
Interactive	✗	✓

# Sports engagement is increasing when moving from linear to digital experience



	 Linear	 Streaming
Live	✓	✓
Catchup	✗	✓
Highlights	✗	✓
Enriched	✗	✓
Interactive	✗	✓

**1,7mn**



Sports viewer adoption of highlights

**+4,7%**

Active sports days for highlights users



# Sports engagement is increasing when moving from linear to digital experience

	 Linear	 Streaming
Live	✓	✓
Catchup	✗	✓
Highlights	✗	✓
Enriched	✗	✓
Interactive	✗	✓

# We increase Viaplay reach and satisfaction through deeply integrated B2B partnerships



Viaplay metadata is integrated to select B2B partners, offering full catalogue access and integration within partner UI in apps and on STB's...



... deep linking straight into Viaplay for full viewing experience



# We offer Viaplay on the devices where customers are...

Share of viewed minutes across platforms 2022

11,3%

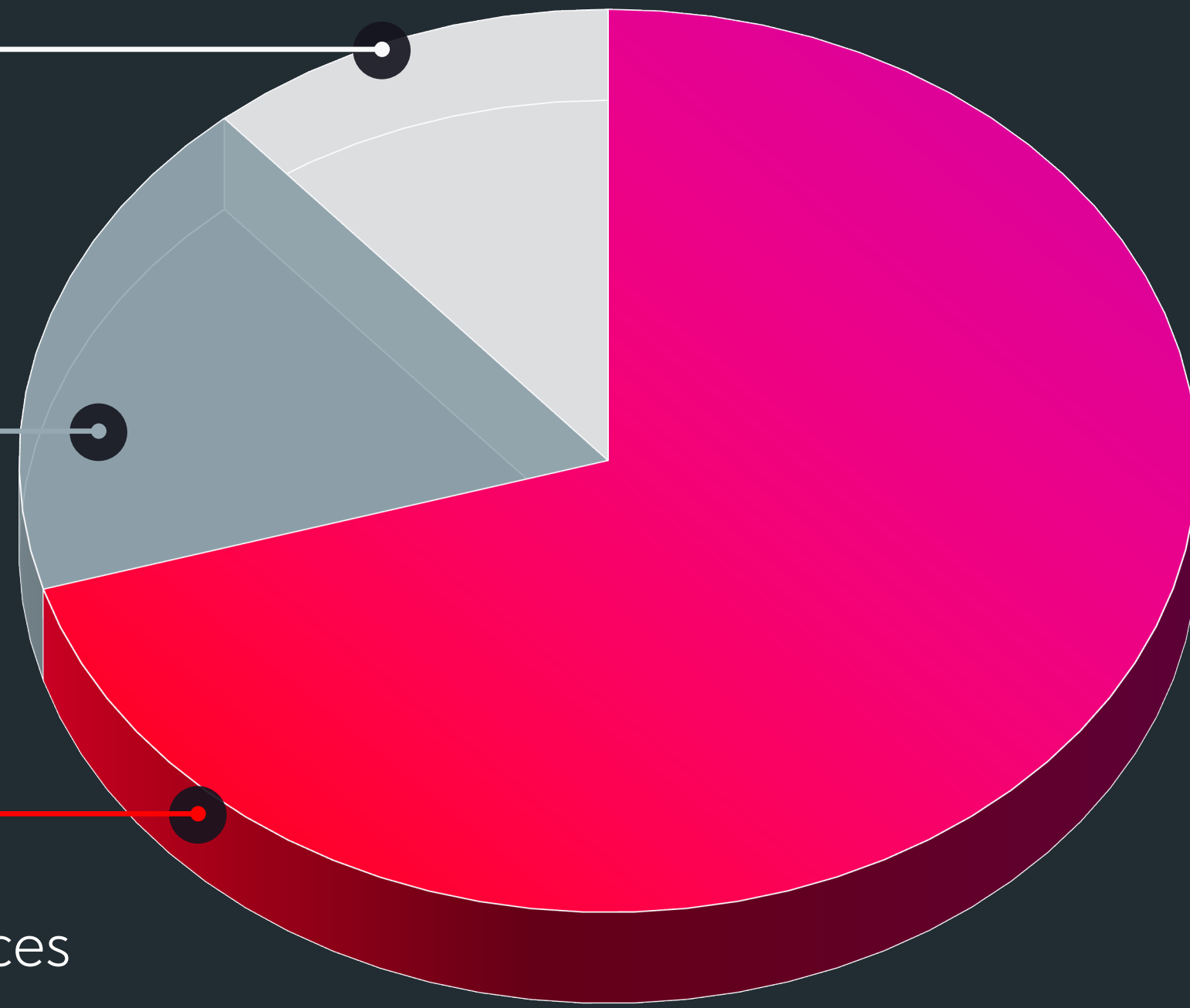
Web

18,3%

Mobile / Tablet

70,4%

Big Screen /  
Entertainment devices

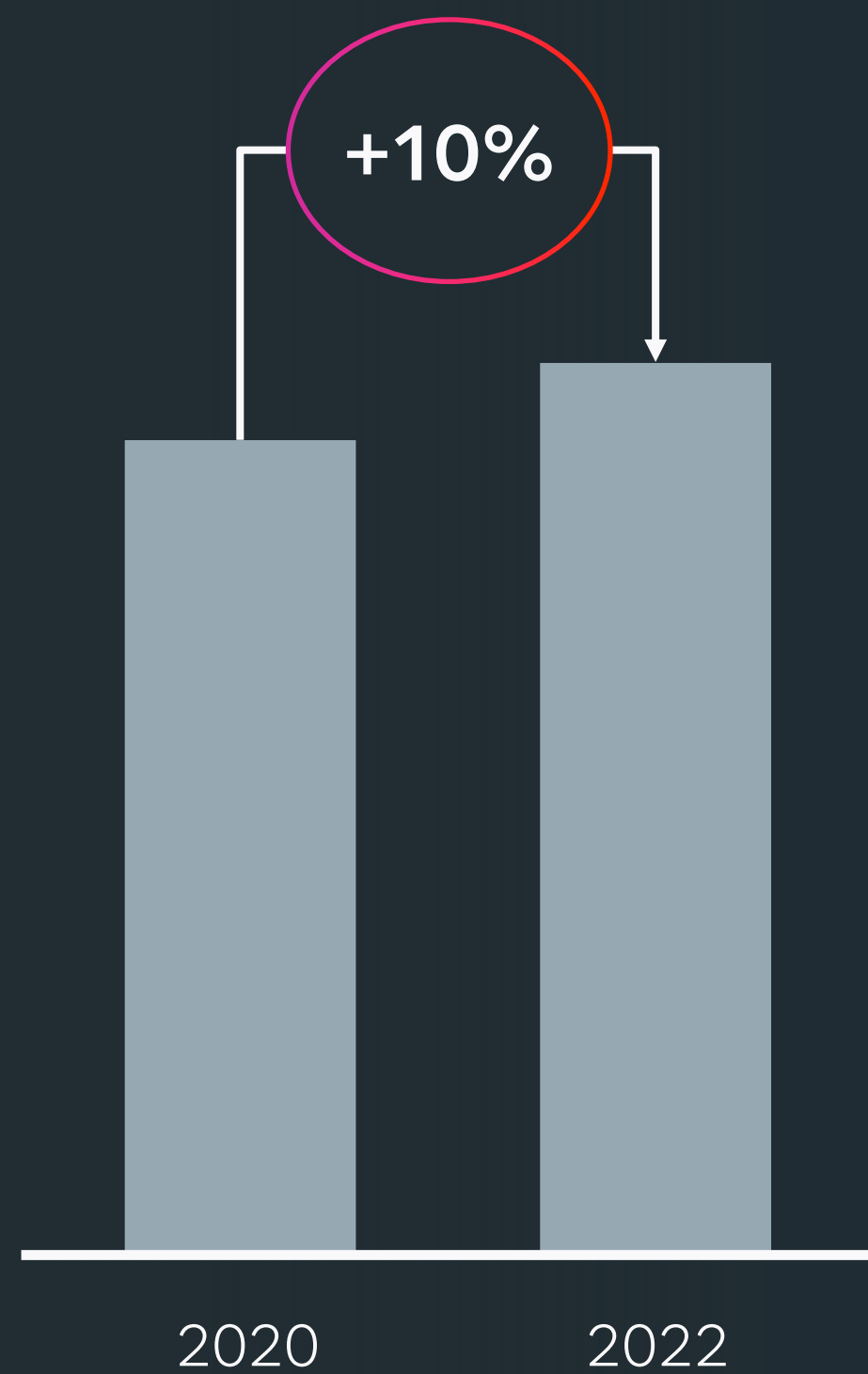


Available on all key platforms,  
a multitude of devices and anywhere  
on the go utilizing download functionality

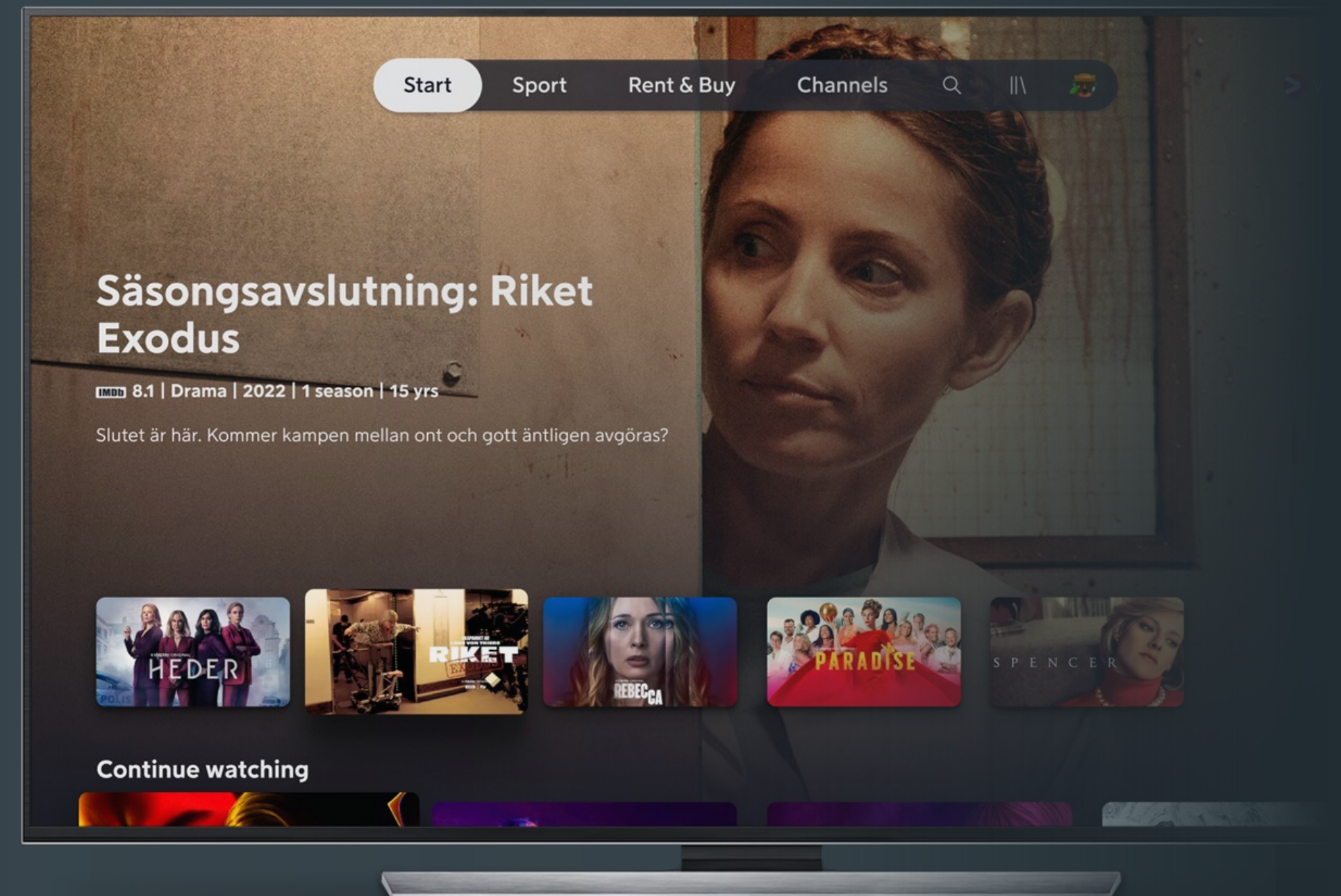
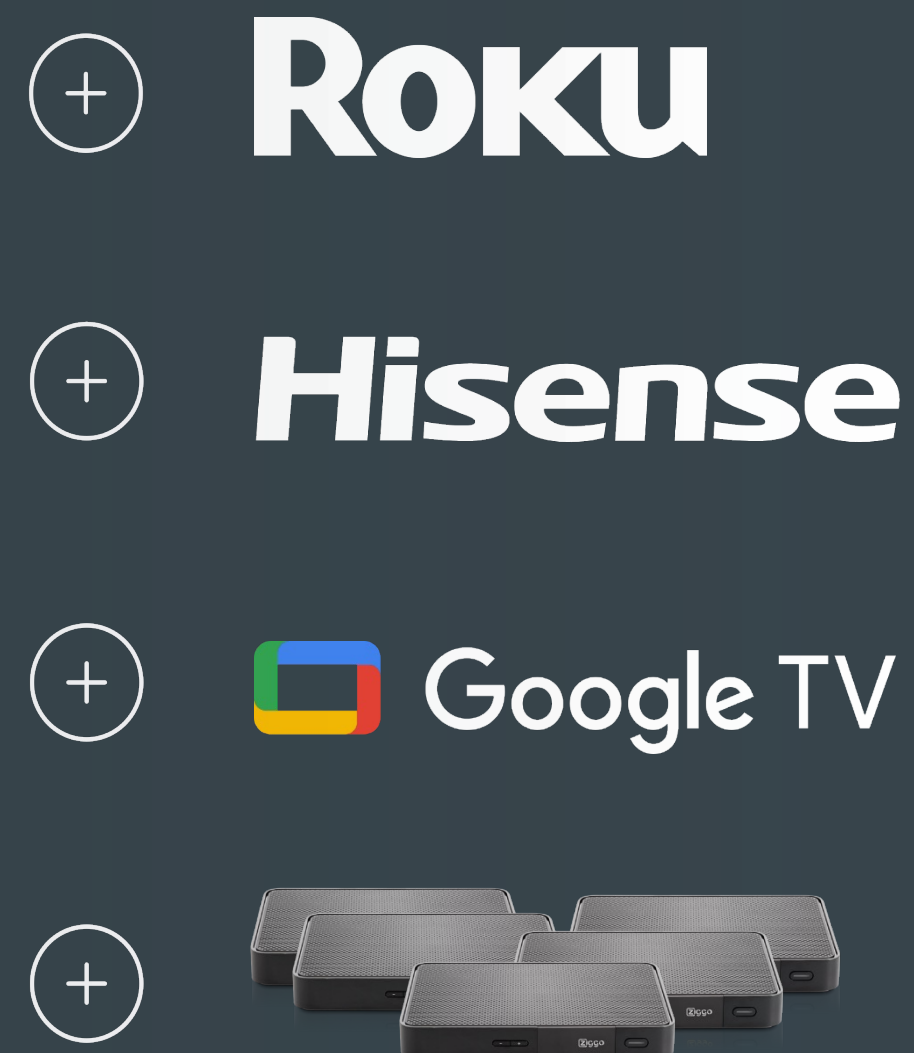


# ...and they are increasingly on Big Screen and entertainment devices

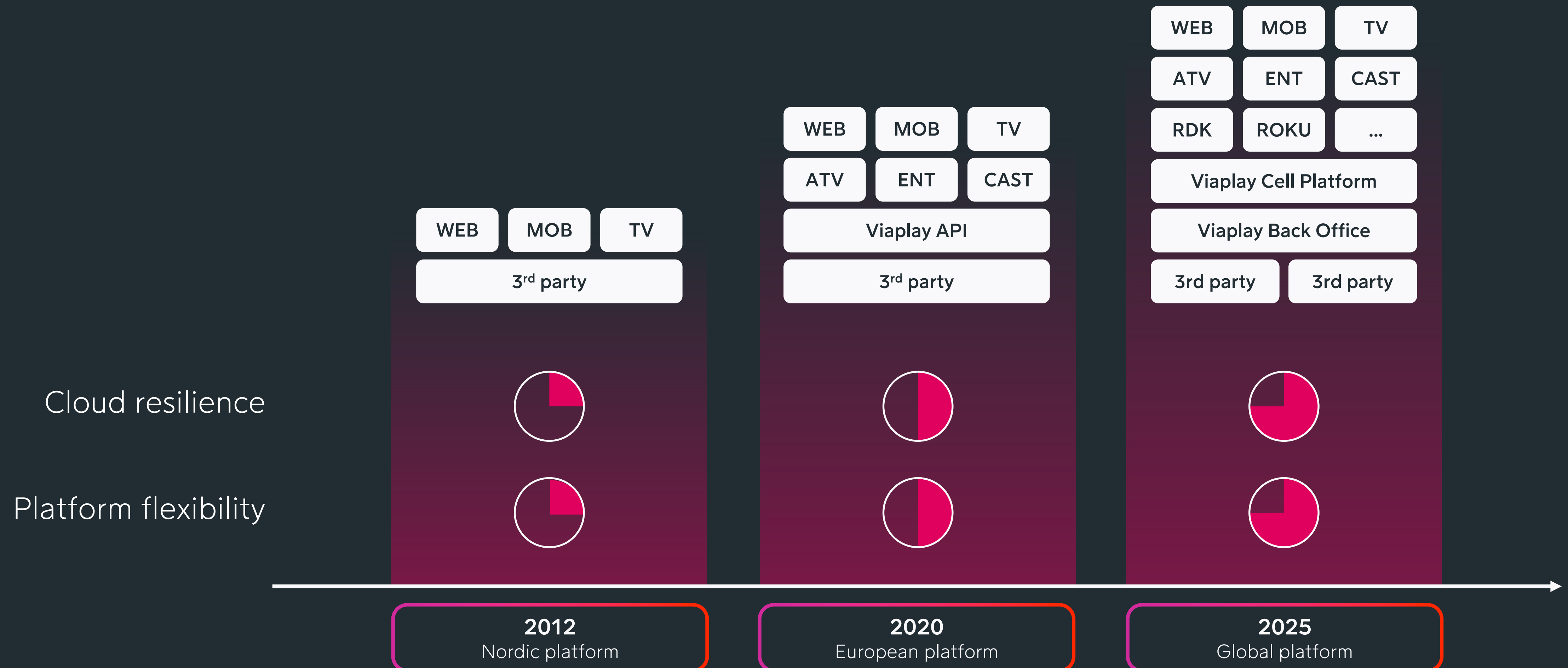
Big screen share of viewing



Viaplay has secured multiple new device partnerships



# We are evolving our platform and continuing our technology leadership



# Investing in tech to marry the availability of linear with an enriched experience



## Cloud based streaming

Increased redundancy across geographical regions

Ensuring easily scalable capacity



## Serverless hosting

Increased elasticity within milliseconds



## Cell based architecture

Enabling availability at a level expected by linear customers



# Key takeaways



Scaled up current platform, reaching +3,5x concurrent streams

1



Reduced churn by >11% vs 2021

2



Increased relevance and desirability of Viaplay

3



Next step in the development of our platform

4



# Panel discussion

Jeffrey Chen

VP Data Science



Break



# Original content that travels

**Filippa Wallestam**

EVP & Chief Content Officer





# Our proposition is unique

 Original content

Drama series  
and movies

Non-scripted  
content

Live sports

Acquired  
series

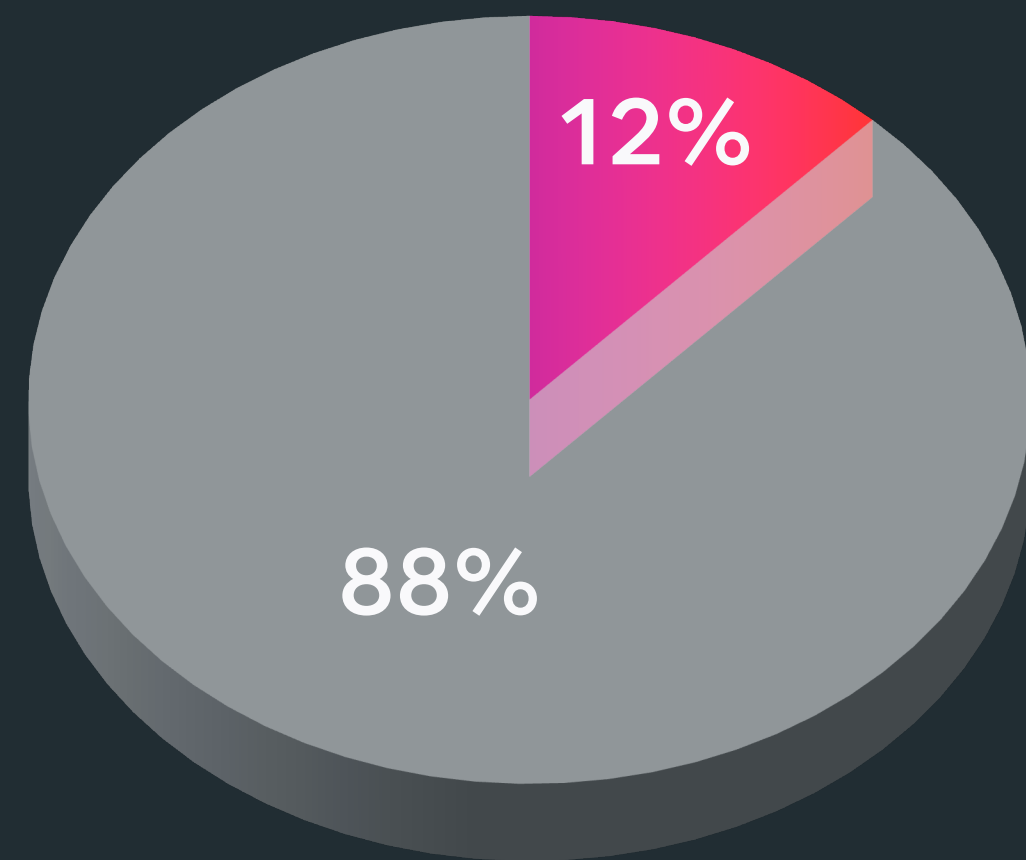
Acquired  
movies



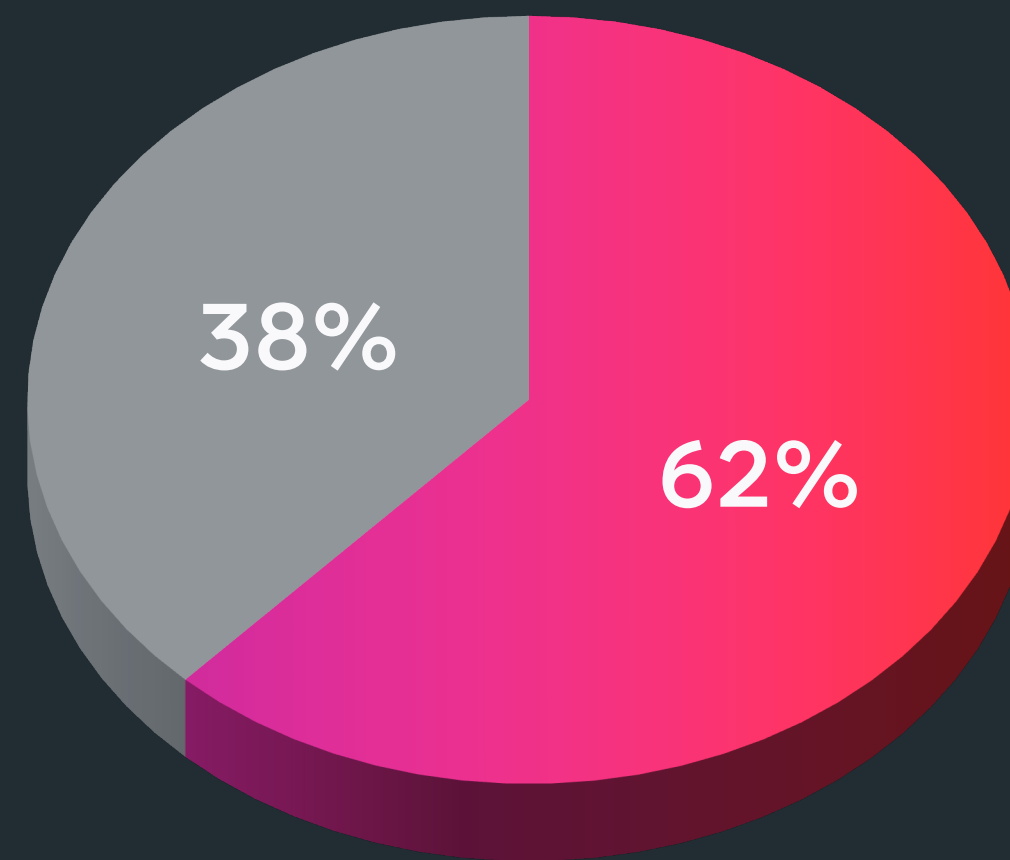
# With original content making the difference

Example of all series Q1-Q3 2022 (Sweden, Denmark, Norway)

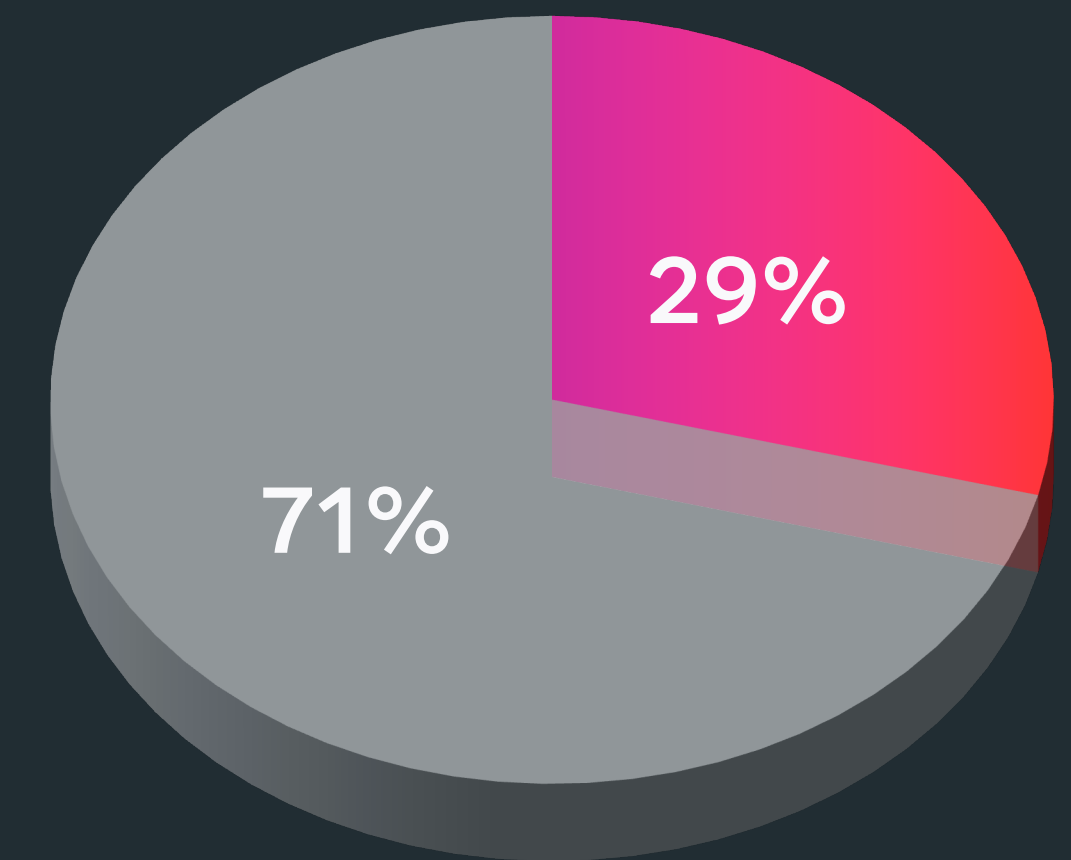
**Volume**  
hours



**Sales**  
New subscribers



**Consumption**  
Viewed minutes



 Original content  Acquired content

# Hollywood partnerships have been extended

Main acquisition deals concluded since last Capital Markets Day

Q4 2021

Q3 2022



STUDIOS



SCANBOX



hayu.

VIACOMCBS

LIONSGATE+

NBCUniversal

SONY



A VIACOM COMPANY



NORDISK FILM

STUDIOCANAL



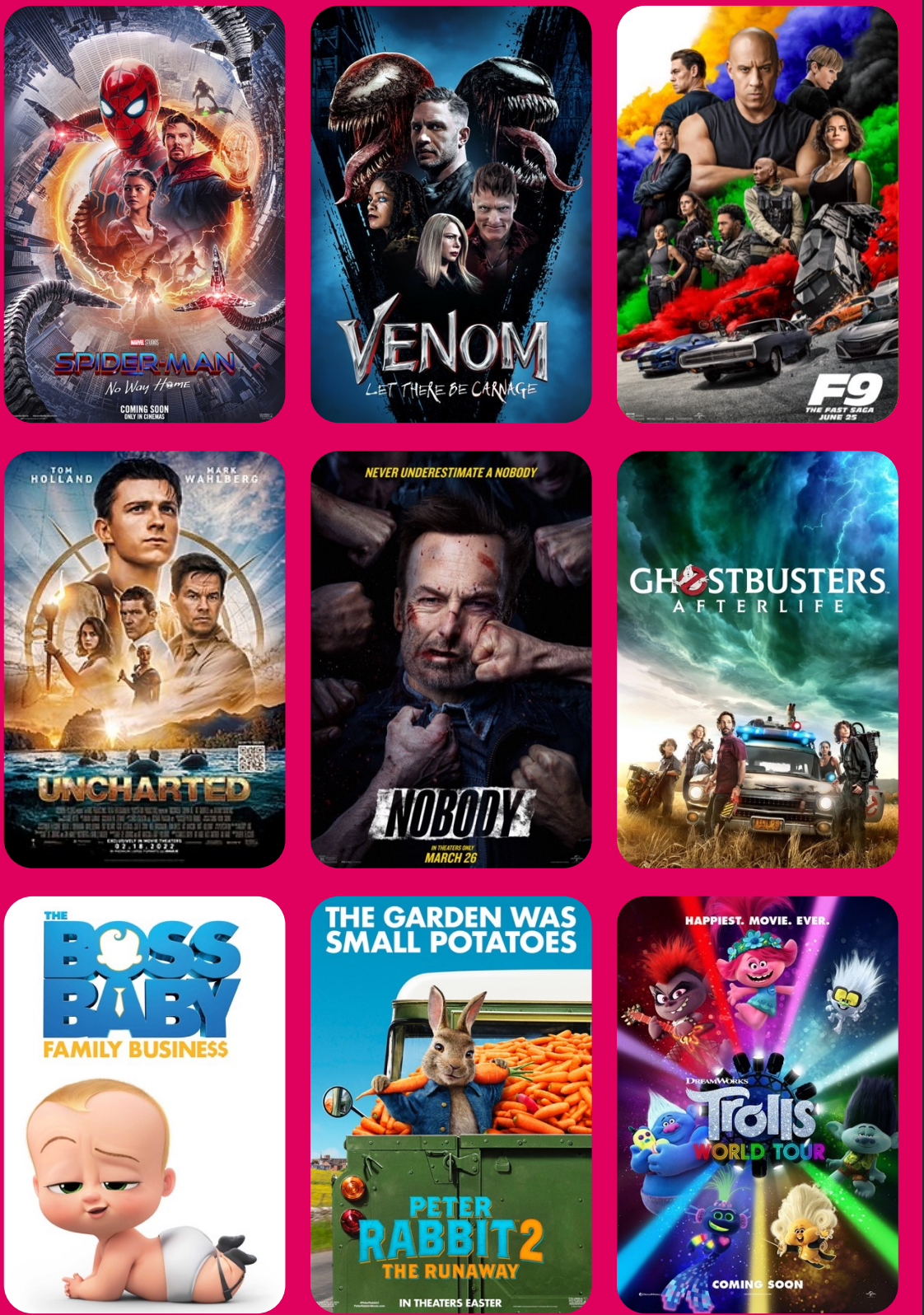
# With more new titles than ever

New movies in the Nordics

200

85

115

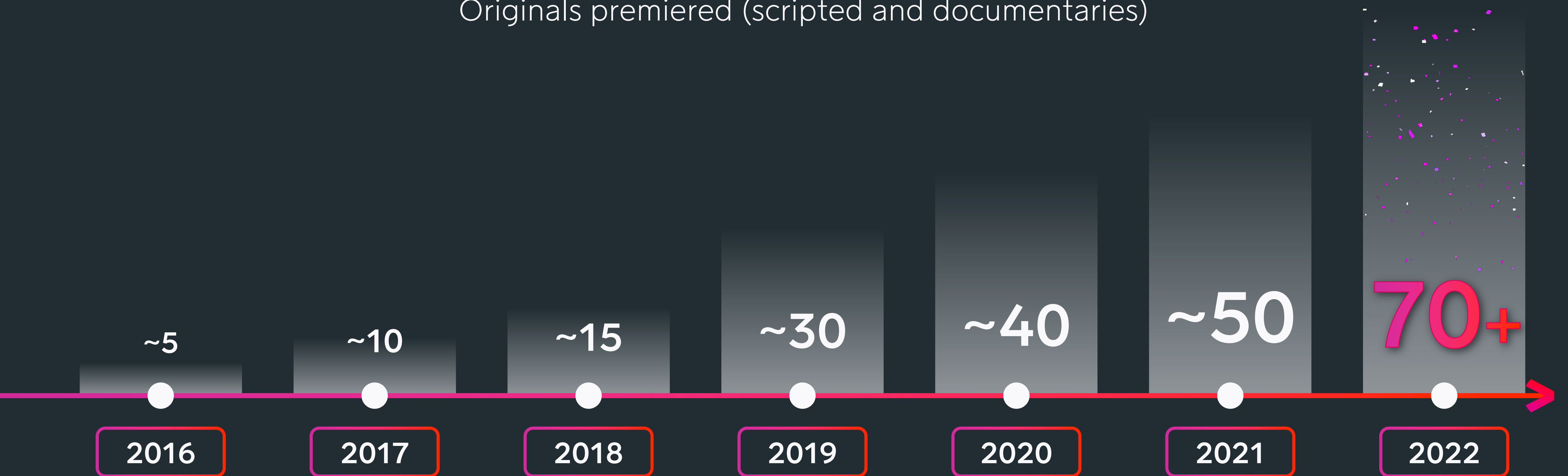


2021

2022

# Originals are our key differentiator

Originals premiered (scripted and documentaries)





# And are reaching global audiences



FESTIVAL  
DE TÉLÉVISION  
DE MONTE-CARLO



[SERIELIZADOS] FEST  
FESTIVAL INTERNACIONAL DE SERIES



Mystery Writers of America



GULLRUTEN



IFTA  
AWARDS  
LEAD ACTOR  
NOMINATION



CANNESERIES

SERIES  
MANIA



SERIES  
AWARDS



CENTURY 21  
Award



Göteborg  
Film Festival



FESTIVAL  
DE LA FICTION

SERIAL  
KILLER



NOMINERAD  
KRISTALLEN  
2022



Guldbaggen



FESTIVAL  
DE LA FICTION





# Exciting pipeline for 2023

Nordic tentpoles

Sports  
documentaries

Global shows

Local  
originals



based on the international bestseller by Frank Schätzing  
**THE SWARM**  
A GLOBAL ECOLOGICAL THRILLER



A viaplay PRODUCTION  
**DRAGONS' DEN**



# Various financing models

## Pre-buys

Up to 10% of budget



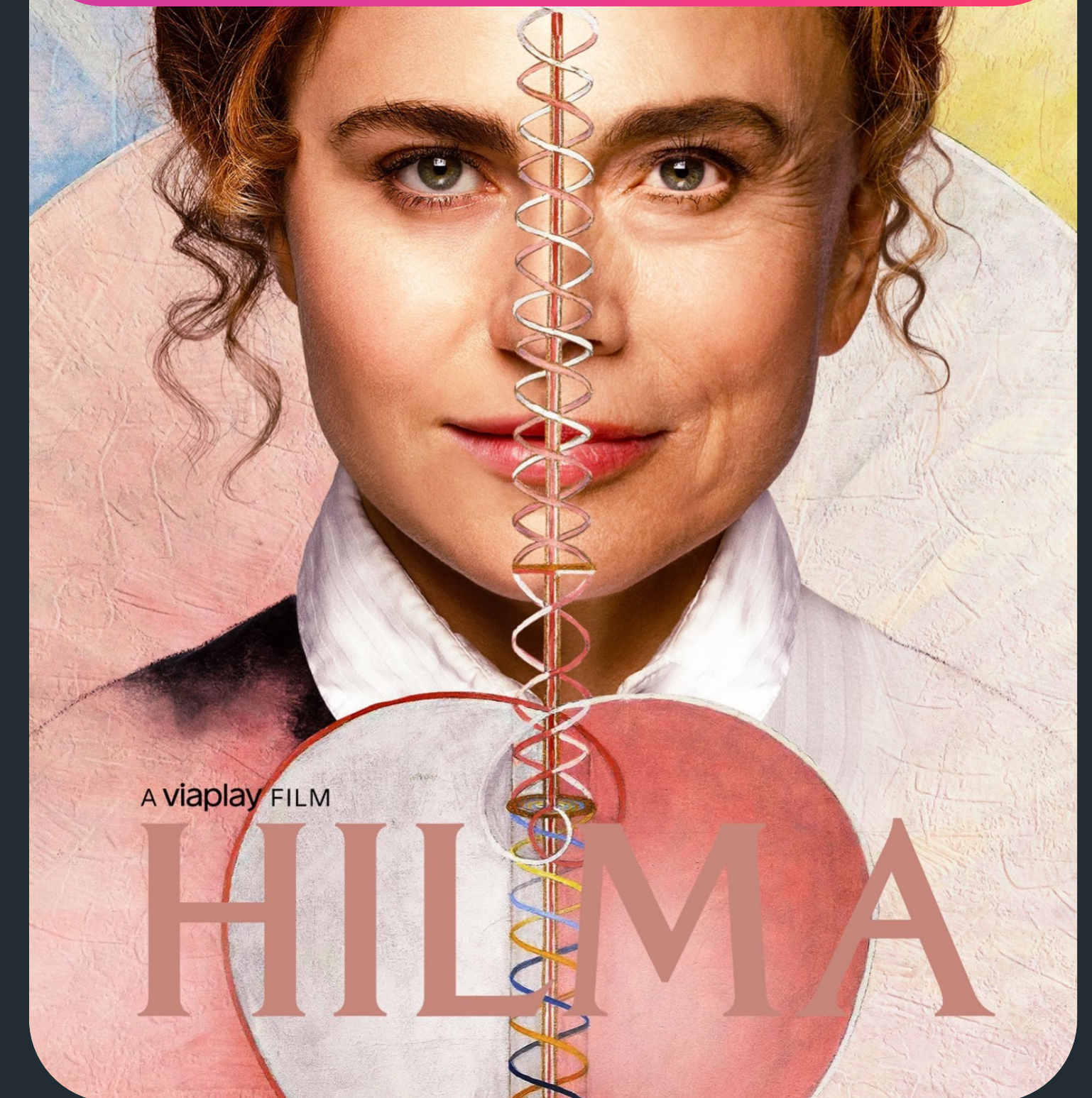
## Co-productions

10-20% of budget



## Global rights

Majority of budget





# Viaplay Select reaches new markets

 **viaplay** | Select

Pickbox in Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro, Serbia, Slovenia, Bulgaria

 **viaplay** | Select

CINDIE in Argentina, Uruguay, Paraguay, Chile, Peru, Ecuador, Colombia, Brazil, Mexico

**Markets where Viaplay is already available D2C**

Sweden, Denmark, Norway, Finland, Iceland, Estonia, Latvia, Lithuania, Netherlands, Poland, UK, US\*, Canada\*

 **viaplay** | Select

WOWOW in Japan

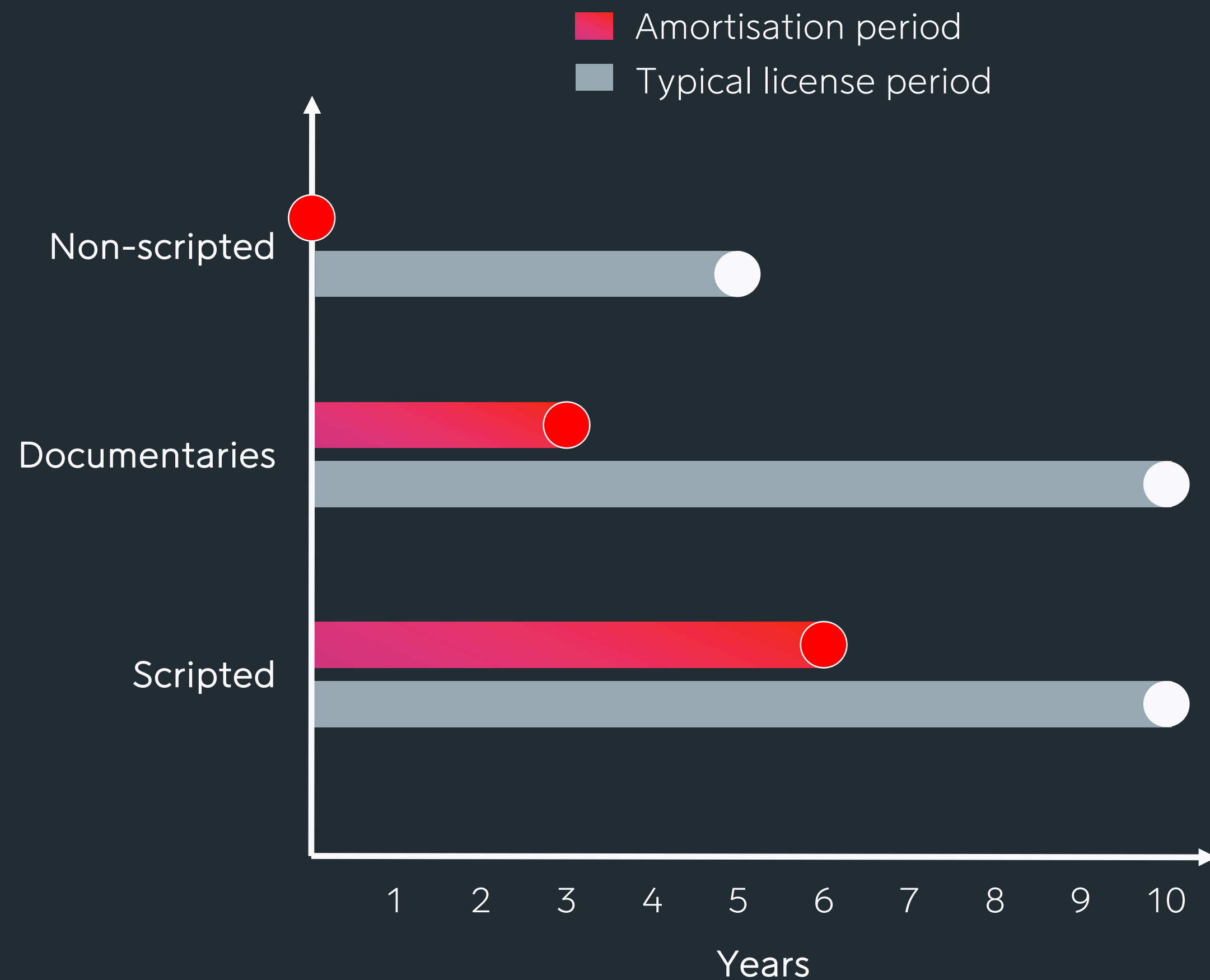
 **viaplay** | Select

SBS in Australia

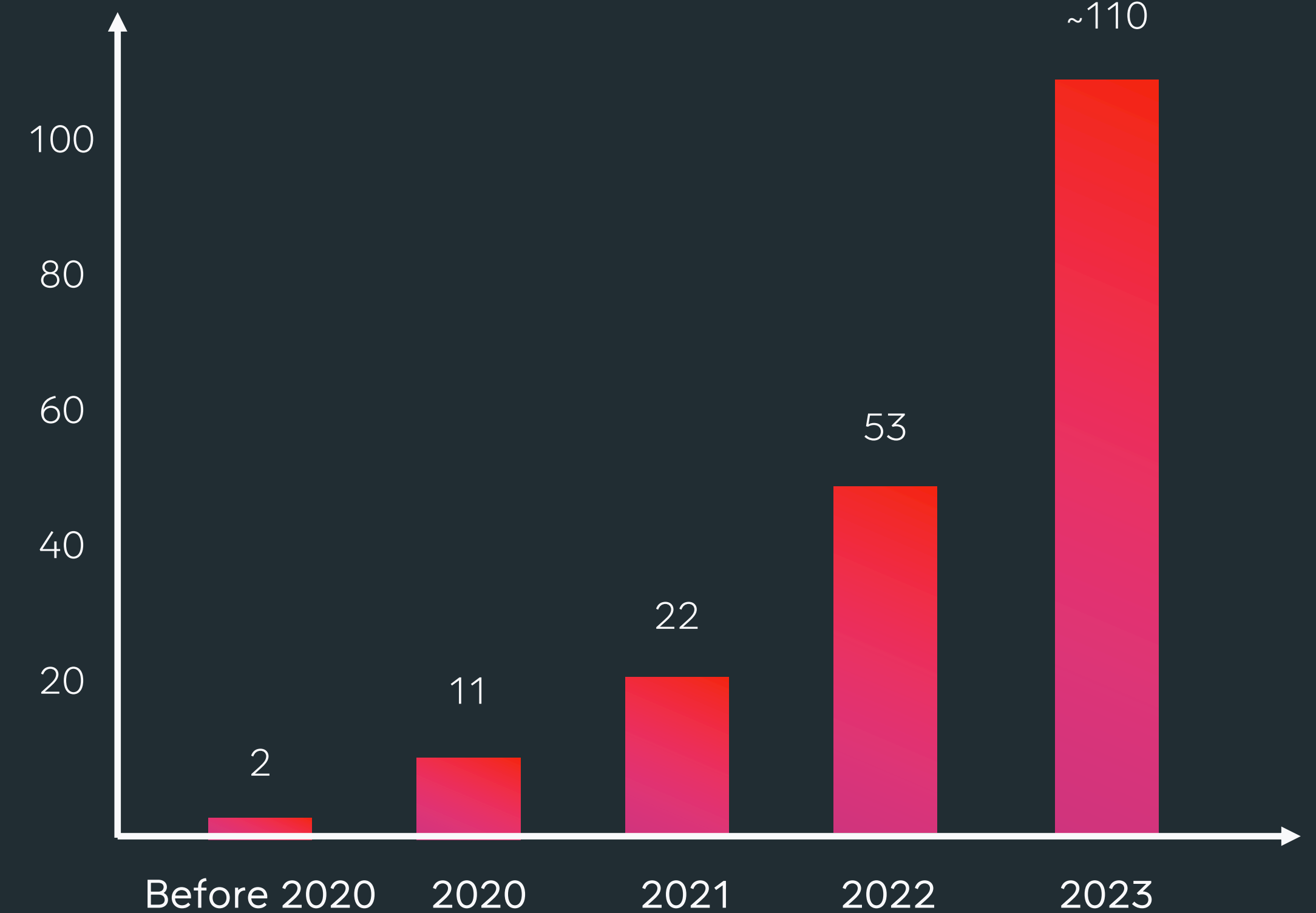


# Building value in the portfolio

## Accounting principles



## Originals with global rights (#)





# Sustainable content is better content



Equality, Diversity  
and Inclusion



Environmentally  
friendly



Physical and  
mental wellbeing



# Key takeaways



Unique content  
offering with  
global appeal

1



Driven by strong  
Original slate

2



And extended  
Hollywood  
partnerships

3



Available in even  
more markets

4



# Panel discussion

**Eva Röse**

Actress, Creator





# Building successful & sustainable sports portfolios

**Peter Nørrelund**  
EVP & Chief Sports Officer



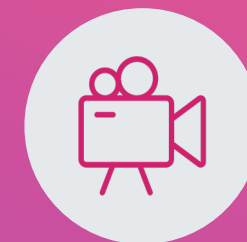


# Building portfolios & executing on production



## AAA-rights

Unique  
Seasonal  
Regularity  
Volume  
Fan base  
High quality



## Production

Look/feel  
Studios  
Graphics  
Pre-productions  
Shared experts/facilities  
Local studios



# Three Pillar Strategy



Football



Motorsport



Local



# Poland



Football



Motorsport



KSW –  
the local element



Biggest D2C-sales driver  
1/3 of all D2C-sales in 2022

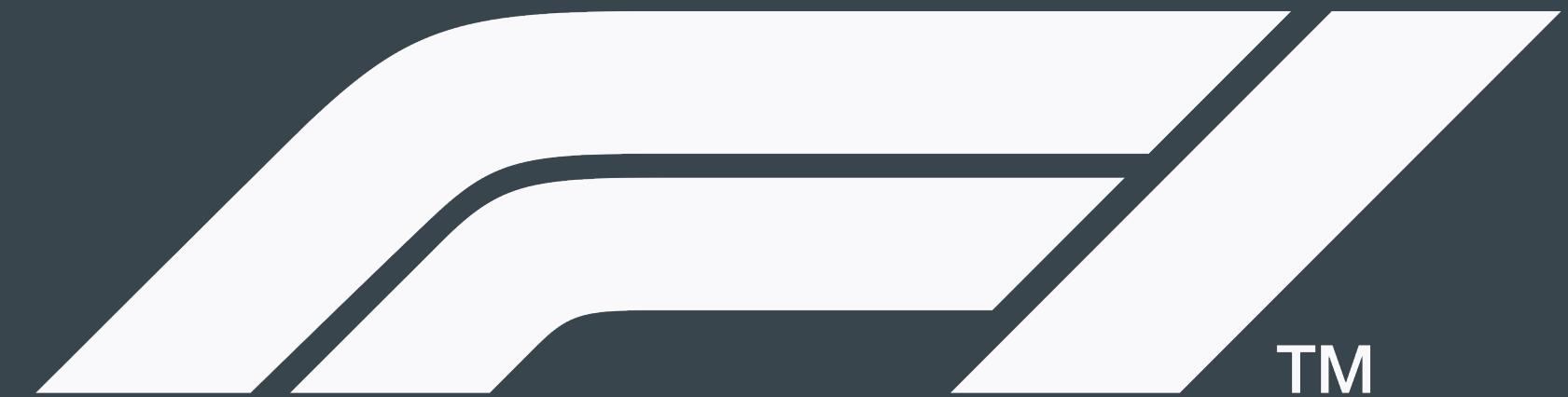


# Core properties

9 countries



10 countries from '23



# PL, production





# PL, Viewing, Viaplay – 12 rounds



Unique users:  
**1.420.000**



Viewed minutes:  
**1,97 bn minutes**  
(1388 min/user)



**2843 min/user**  
**32 matches** per user  
in **12 rounds**

Avg of Top 25 viewed  
matches entire  
21/22 season



**Index 100**

Avg of Top 25 on  
Viaplay after 12 rounds



**Index 118**

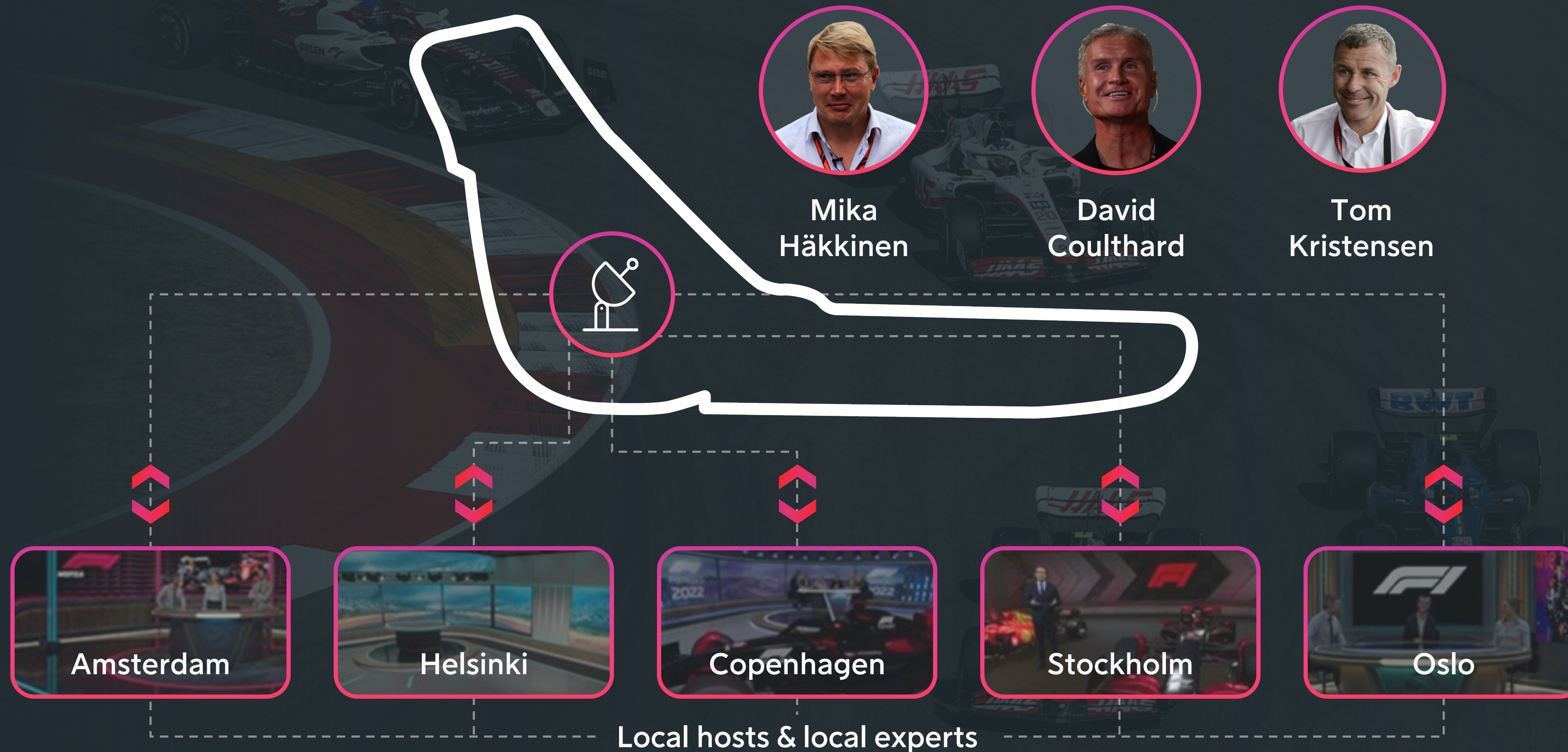


Paul Molnar, PL





# F1-production





# F1, Viewing, Viaplay – YTD



Unique users:  
**1.648.00**



Viewed minutes:  
**4,19 bn minutes**  
(2542 min/user)



**3186 min/unique**  
**53h/unique**



**1925 min/unique**  
**32h/unique**



**1640 min/unique**  
**27h/unique**



**1234 min/unique**  
**21h/unique**



**1183 min/unique**  
**20h/unique**



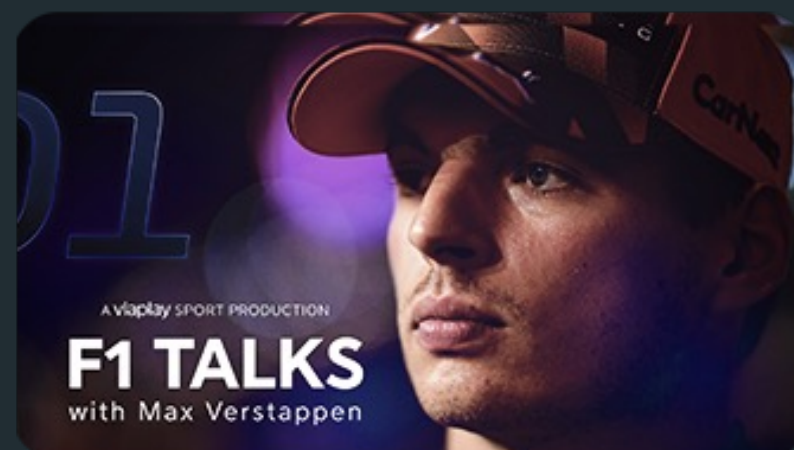
# Ian Holmes

F1





# Max Verstappen





# Raymond Vermeulen





# Erling Haaland





# Next up – UK



# Key takeaways



Portfolio in place

1



Unique  
partnerships  
with key partners

2



Massive  
viewing /  
OTT  
outperforming  
linear

3



Pan  
productions

4



Unique  
partnerships  
with ambassadors

5



# Platform partnering – the win/win

**Kim Poder**  
EVP & Chief Commercial Officer

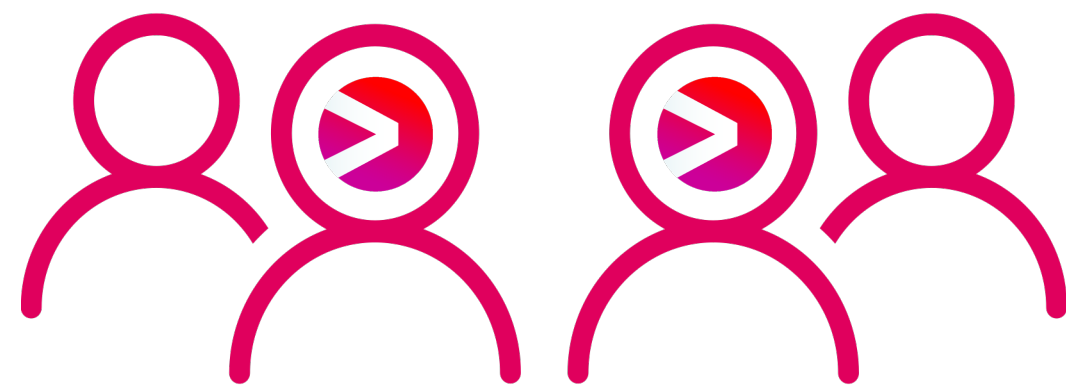




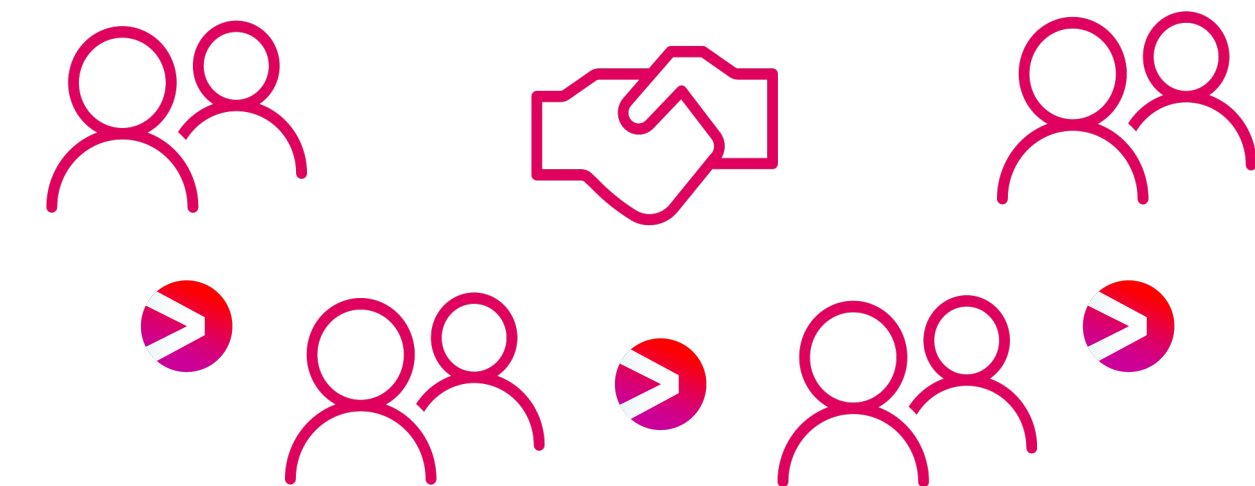
# The dual distribution approach driving Viaplay growth



## D2C distribution



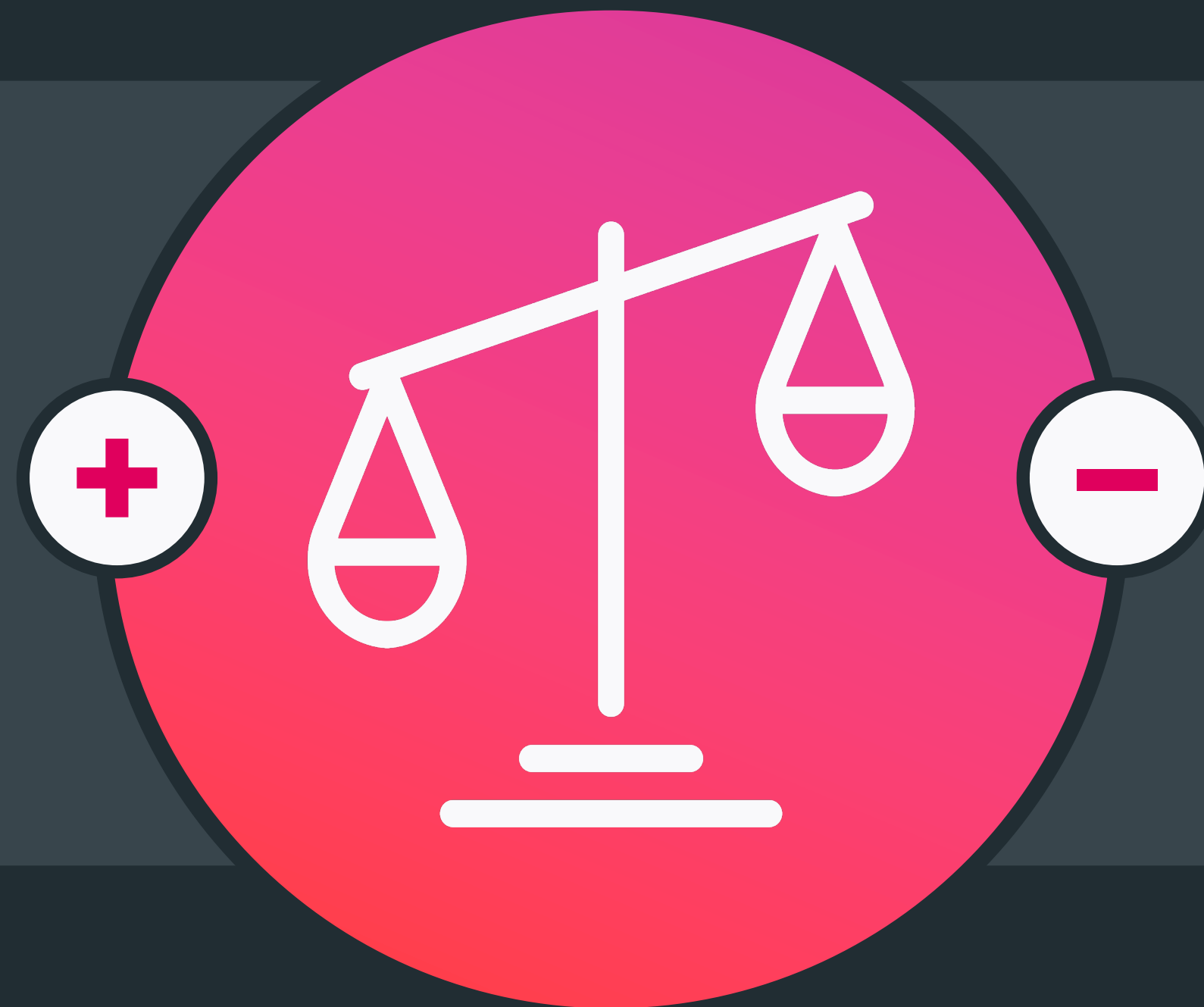
## B2B distribution





# The right partnerships contribute to Viaplay Group's profitable growth

- Higher market share
- Rapid growth in new customer segments
- Lower sales acquisition cost
- Lower churn
- Increased brand/content exposure



- Revenue share to partners
- Lower activation than D2C

# Creative partnerships are a key success factor in a competitive media landscape

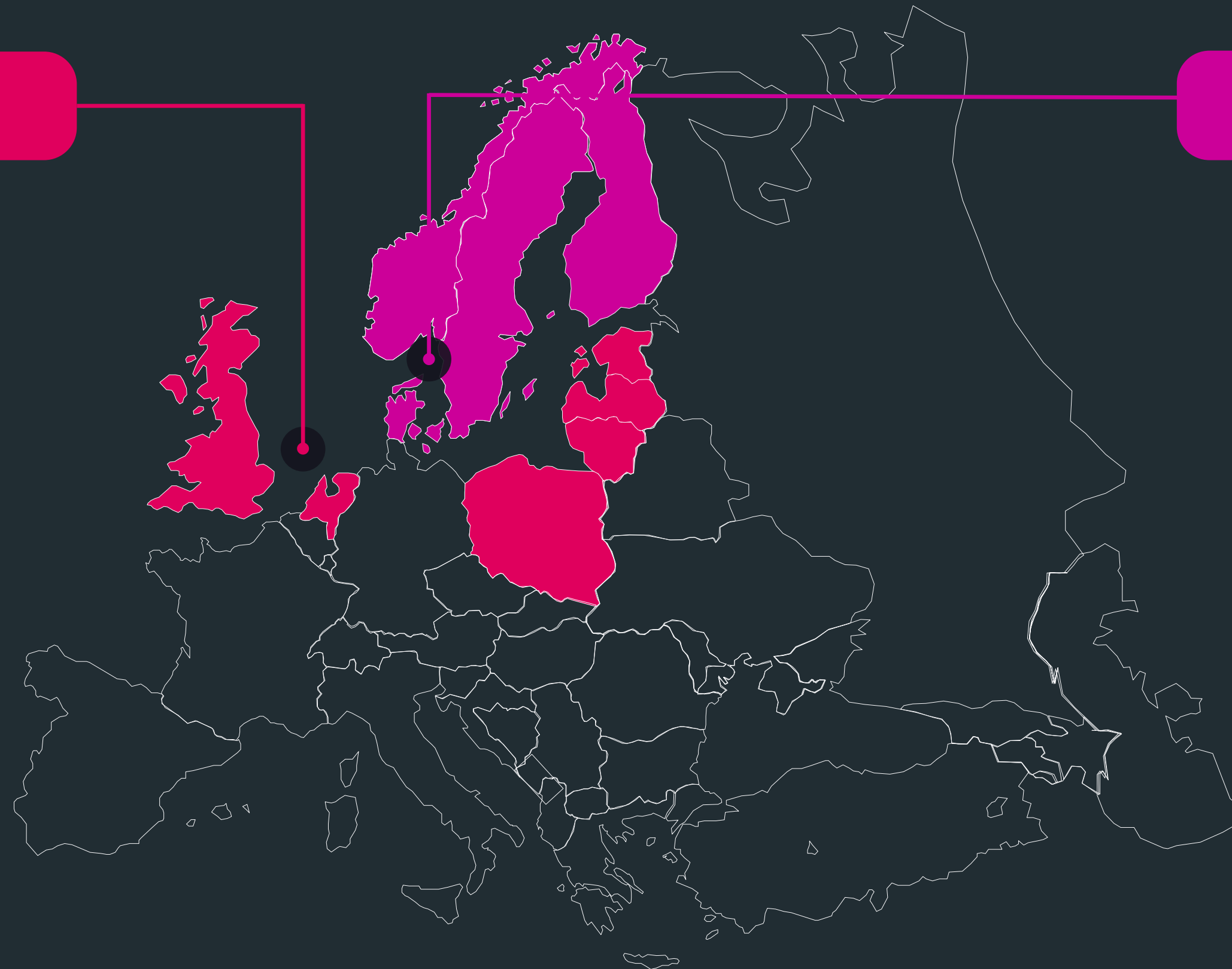
## International Product portfolio

 viaplay

 viaplay Xtra

 viaplay Sport 1

 viaplay Sport 2



## Nordic Product portfolio

 viaplay

 elisa viaplay  
VIIHDE























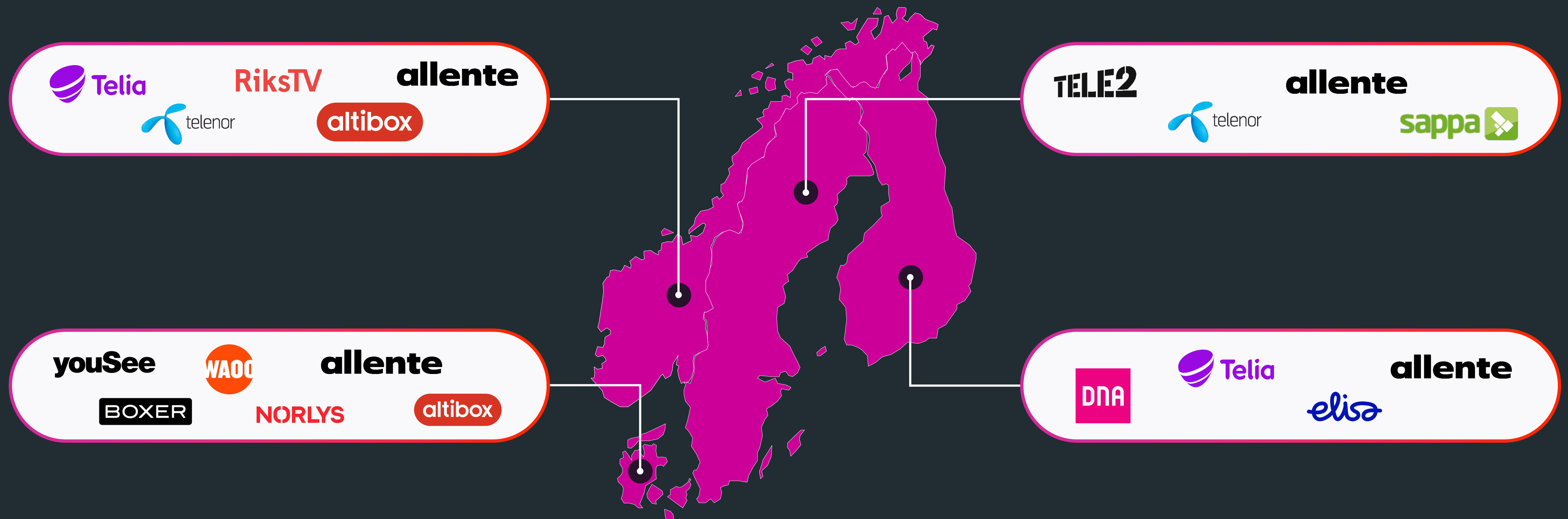




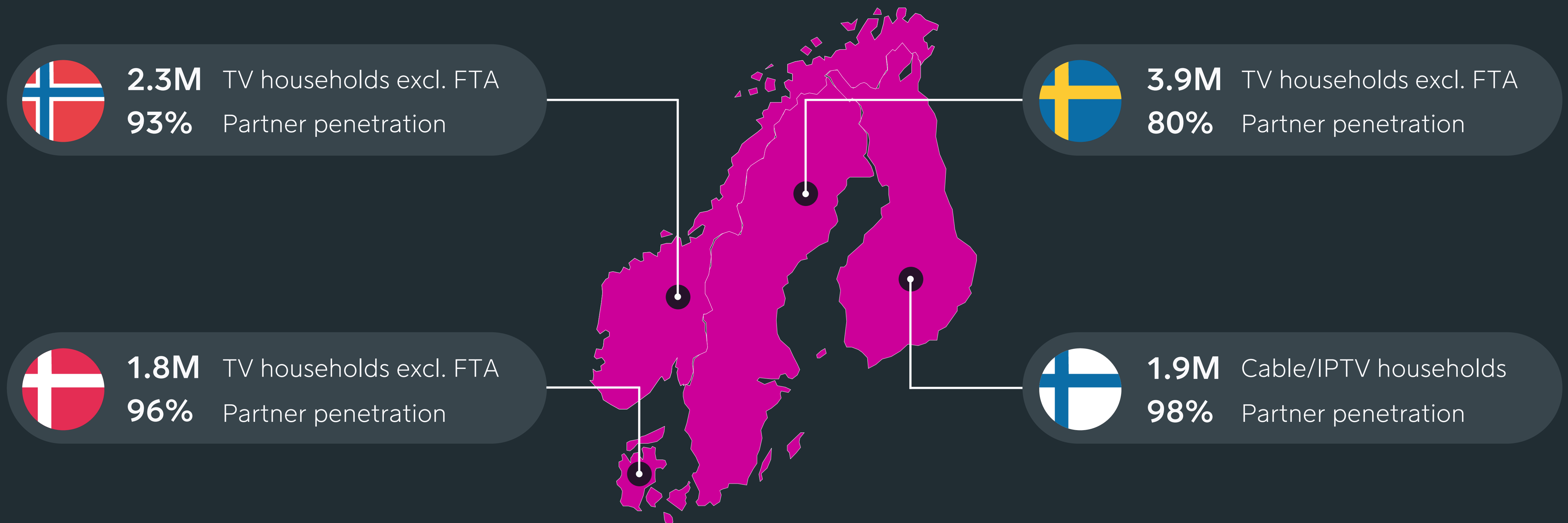
 sport  
series  
film



# Viaplay's product portfolio is available via multiple partners in the 35.3 BSEK Nordic pay-TV market...



# ...with a wide footprint for Viaplay Group's streaming packages and linear channels





# An expanded Tele2 & Viaplay Group deal announced in March 2022





# The partnership has strengthened Tele2's offering, with Viaplay included in all PTV tiers...

## TV Standard



**Viaplay Film/Series** included in Tele2's Tv Standard package, along with a range of linear channels from Viaplay Group

## TV Flexibel



**Viaplay Medium** included in Tele2's Tv Flexible tier

## TV Premium



**Viaplay Total** included in Tele2's Tv Premium tier



# ...and through hard bundle with the new Tele2 Play+ product

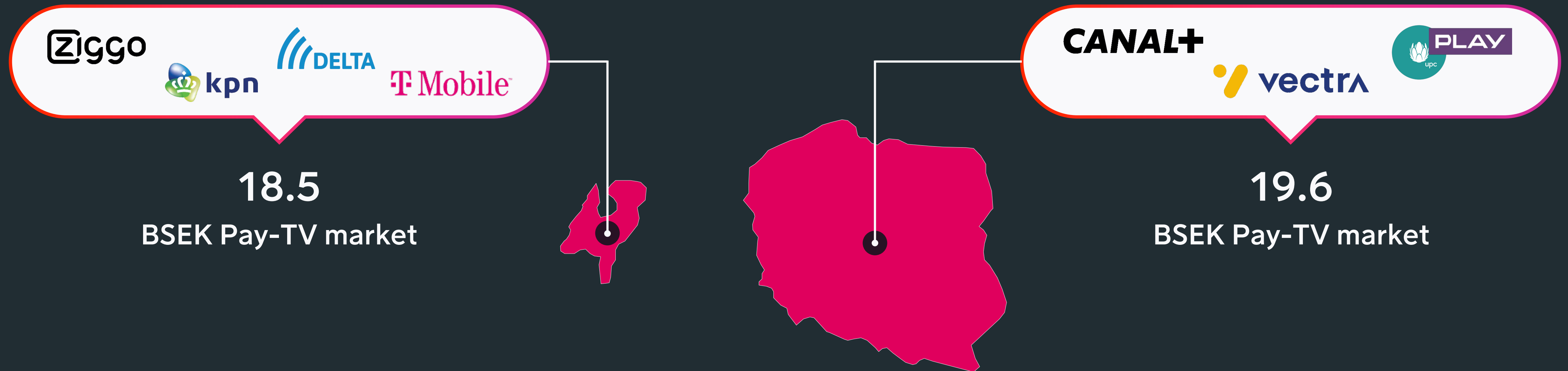
Launched in June 2022

The new Tele2 Play+ streaming portfolio is available to any Tele2 broadband or mobile subscriber

Hard bundled Viaplay products included:

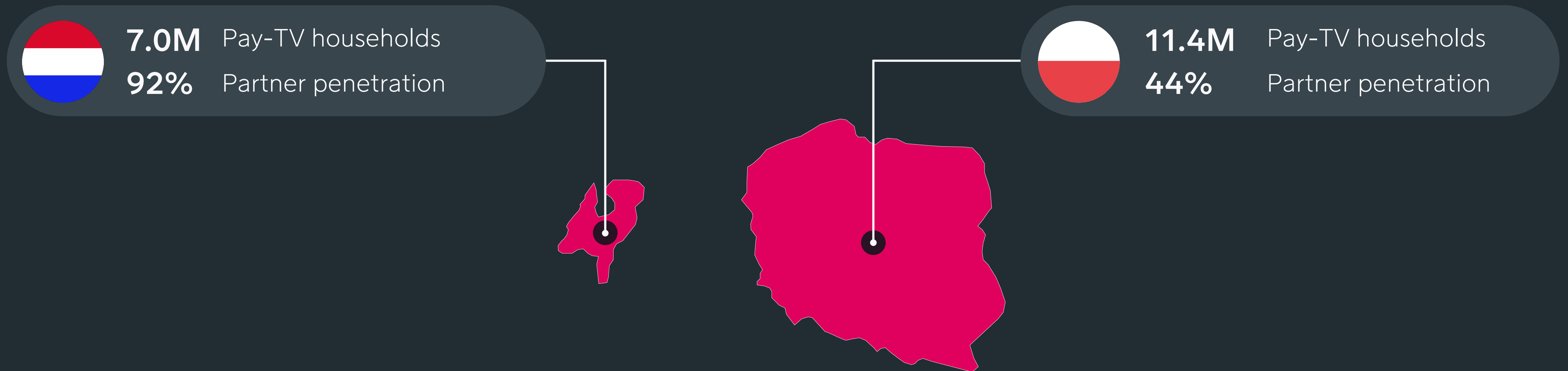


# Pay-TV markets in the Netherlands and Poland have a combined value of 38.1 BSEK...



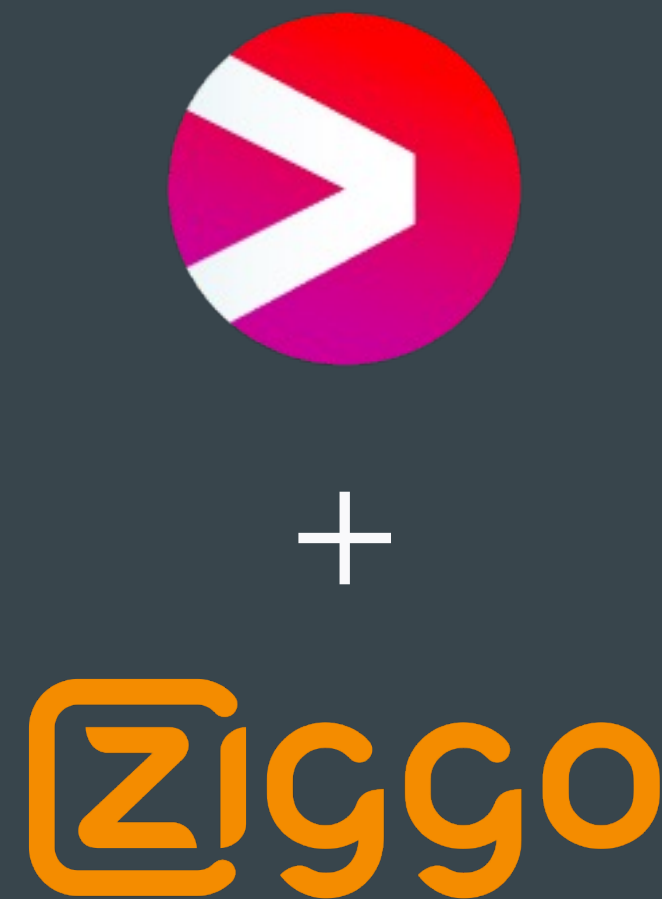


# ...and our partners give access to a significant share of households, complementing D2C

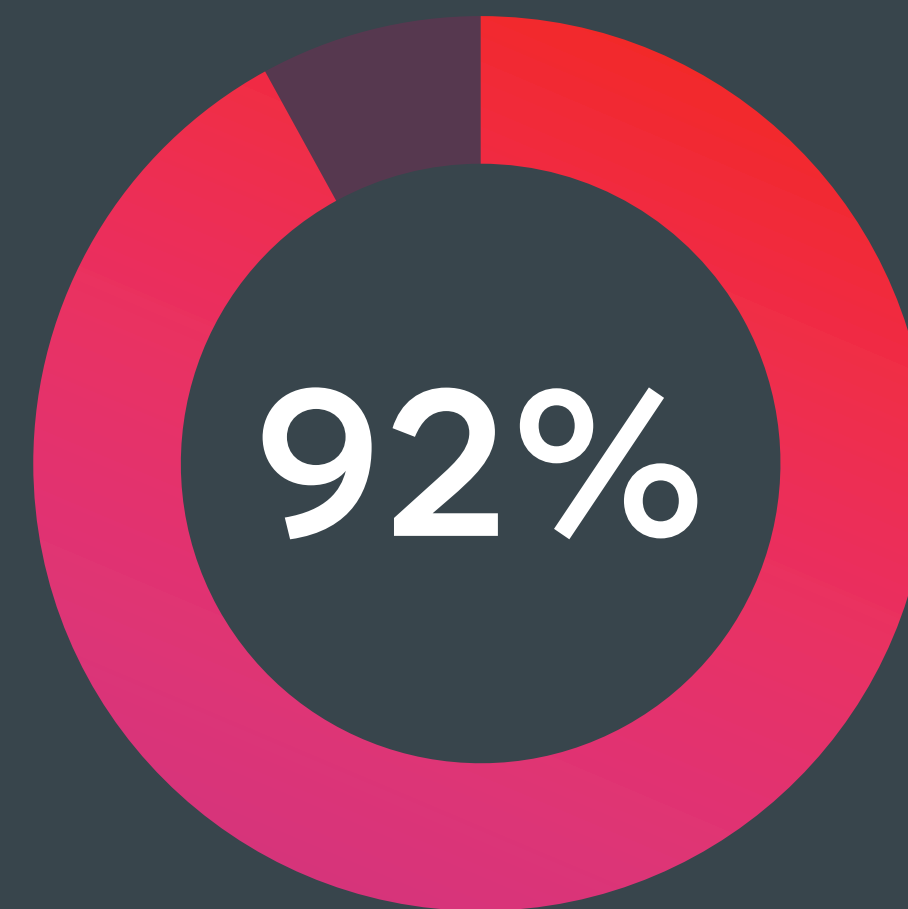


# Viaplay building strong relationships and using a hybrid approach to maximize reach and value in NL

Former rights holder becomes distribution partner



Viaplay Group's partners cover virtually the entire PTV market



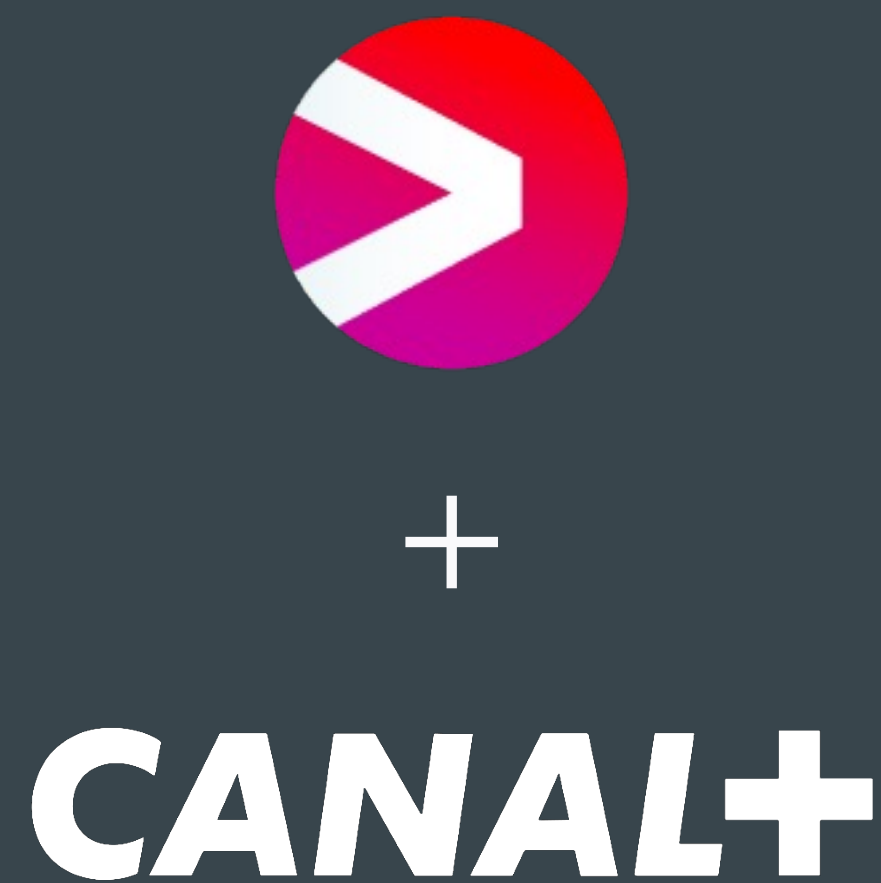
Viaplay Xtra channel contributing to linear to streaming conversion



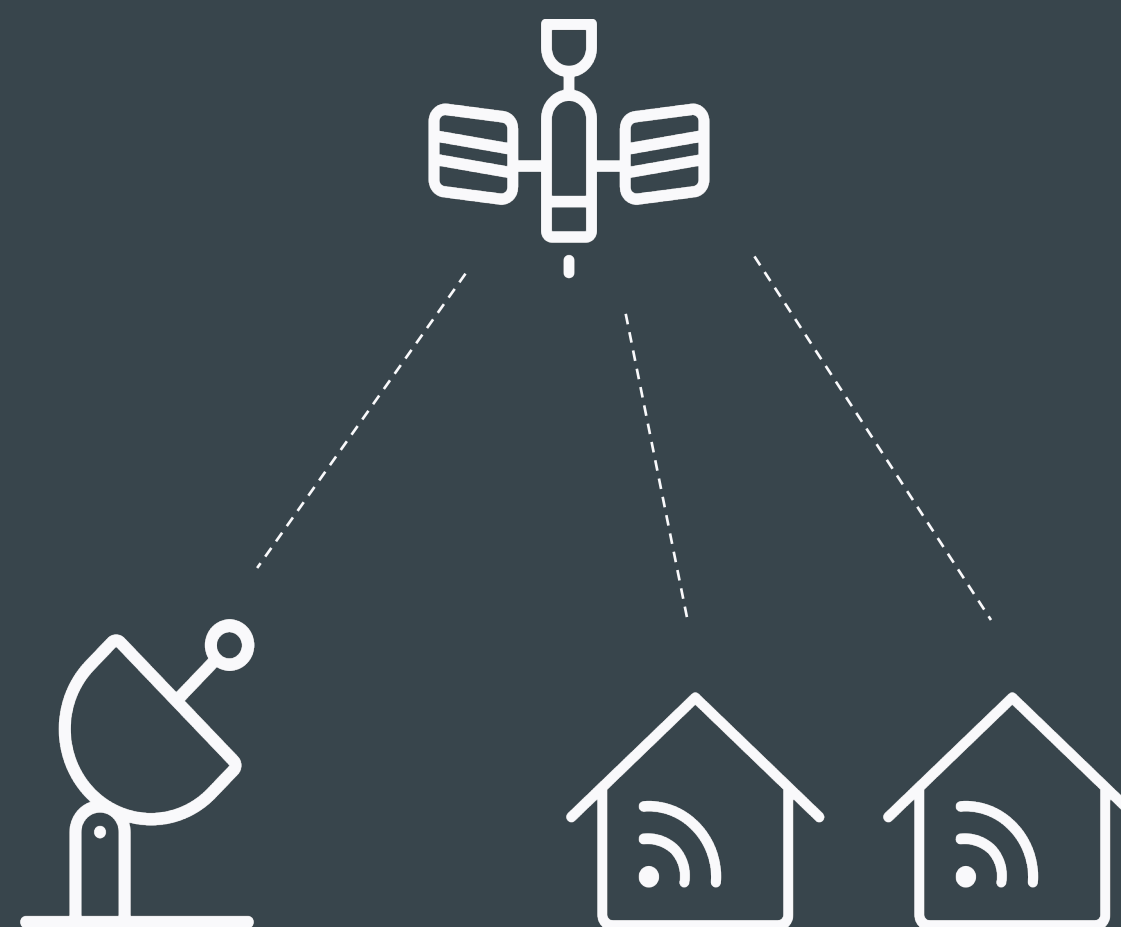


# The latest major partnership with Canal+ Polska allows Viaplay to reach even more subscribers

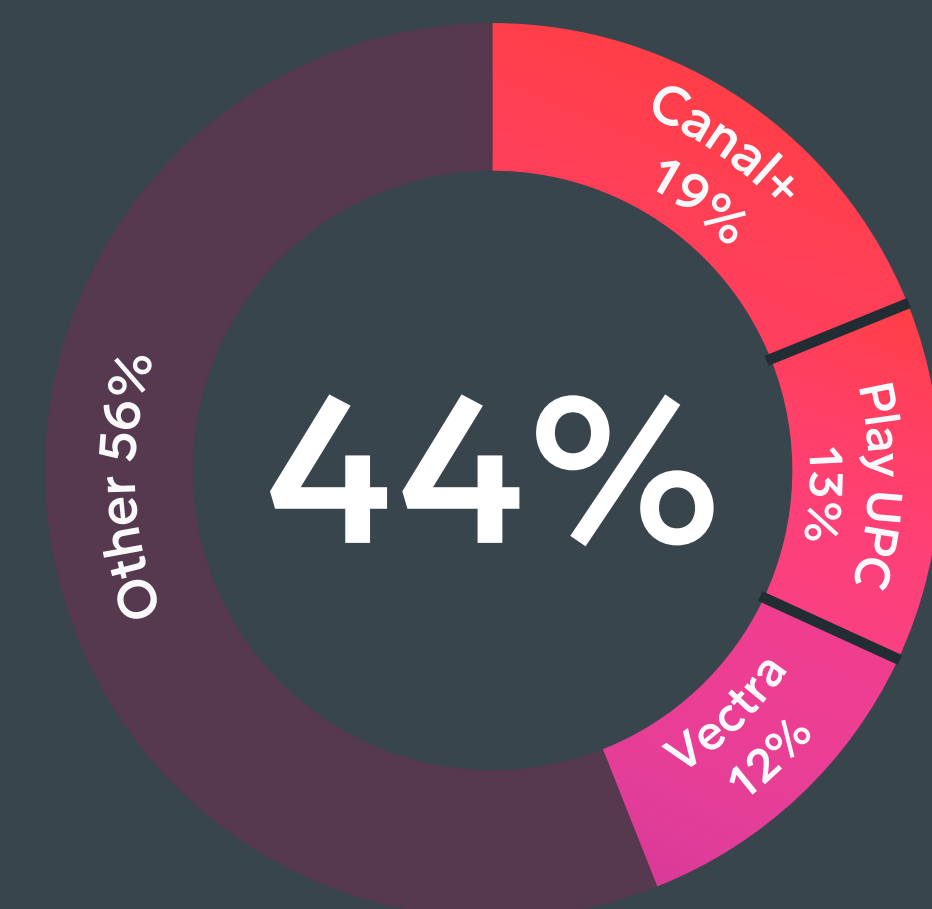
Broad Viaplay distribution in a closed Canal+ DTH universe



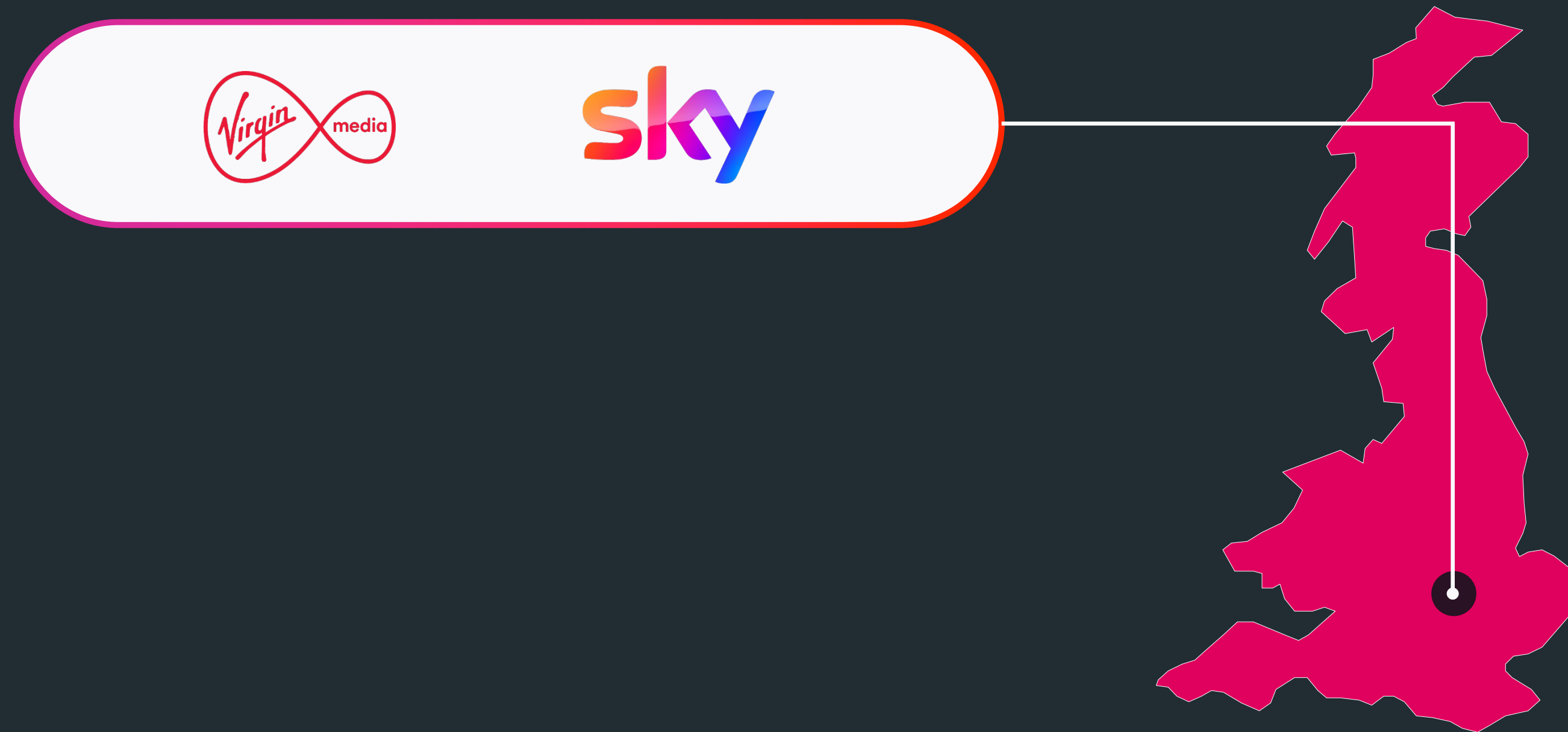
Sublicensing rights to show selected matches on Canal+ linear channels



Viaplay Group's partner footprint now covers close to half of the Polish PTV market



# Premier Sport's partnerships in the 82.4 BSEK UK PTV market are already established...





...and have given Viaplay Group access to a considerable footprint from the outset



**14.7M** Pay-TV households

**84%** Partner penetration



# Multiple potential partners on the vast North American pay-TV market

Examples of distributors in the North American market

COMCAST

AT&T

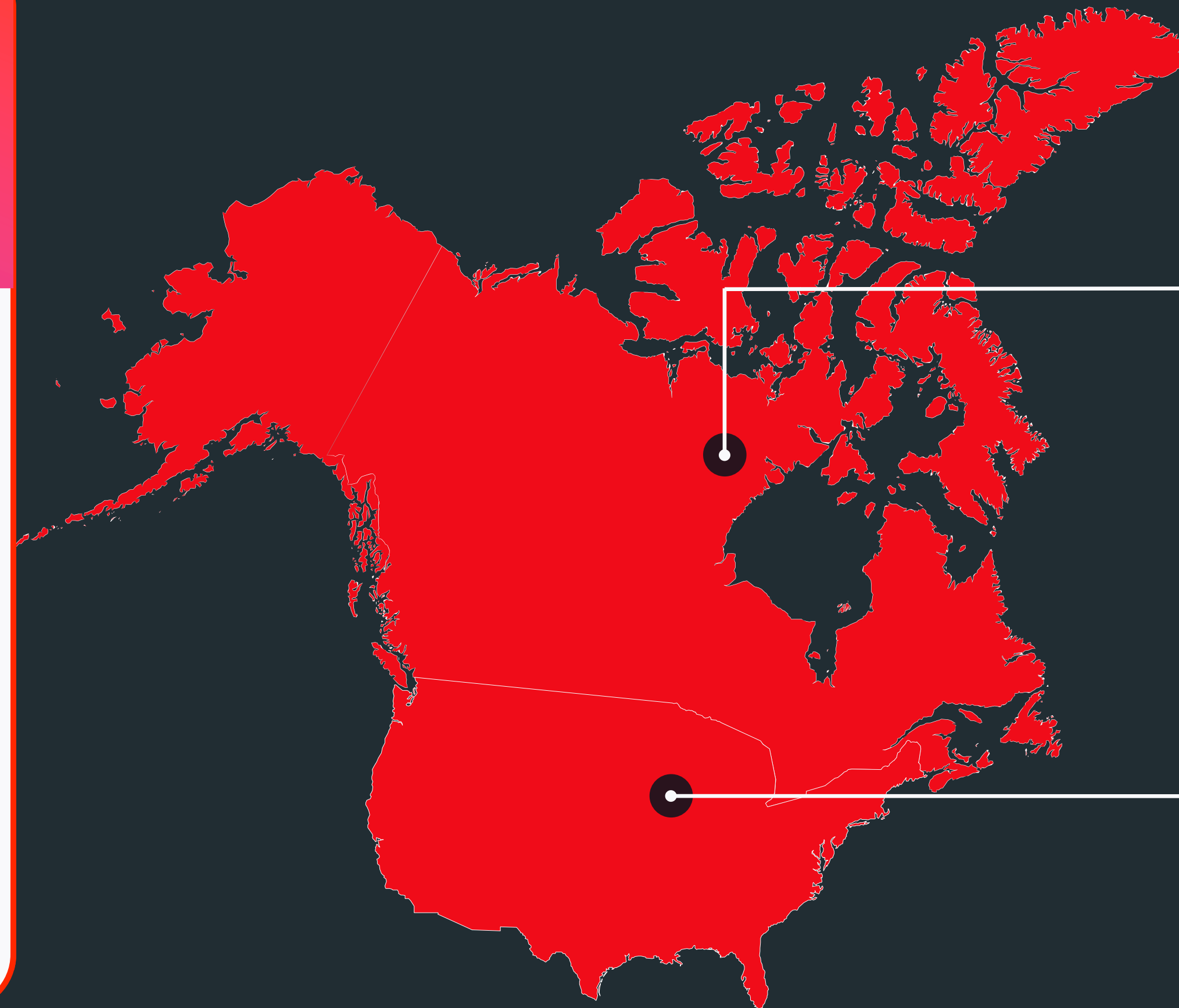
verizon

COX

ROGERS

Bell

TELUS



10.7 M

Pay-TV households



65.0 M

Pay-TV households



# Key takeaways



Viaplay Group's partnership approach complements D2C across markets

1



The right and innovative partnerships maximize reach at low costs

2



Partnering in intelligent bundles lowers churn, prolonging customer lifetime

3



Partnerships have secured a strong Viaplay footprint in new markets from the outset

4



Viaplay Group & Nordic partners are driving convergence from linear to streaming

5



# Panel discussion

**Bjørn Ivar Moen**

CEO of Telenor Sweden

